# United States Court of Appeals for the Second Circuit



**EXHIBITS** 

# 75-7374

### United States Court of Appeals

FOR THE SECOND CIRCUIT

MATTHEW J. LAWLOR,

Plaintiff-Appellee

-against-

THE GALLAGHER PRESIDENTS' REPORT, INC., and CYNTHIA A. BILLINGS,

Defendants-Appellants,

-and-

GULF & WESTERN INDUSTRIES, INC., DAVID N. JUDELSON and MARTIN S. DAVIS,

Defendants.

#### EXHIBIT VOLUME

(Pages 447A--704A)

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#### TABLE OF CONTENTS

|   | Pag          |
|---|--------------|
| Relevant Docket Entries                                   | 1            |
| Complaint   | 4            |
| Answer of Report and Billings                             | 9.           |
| Answer and Counterclaims of Gulf & Western                |              |
| Answer to Counterclaims                                   | 13/          |
|   | 221          |
| Transcript of Testimony                                   | 25/          |
| Testimony of Matthew John Lawlor Direct Examination       |              |
| OZ OSS DAGILLING LIONA                                    | 354          |
| Redirect Examination                                      | 99A<br>165A  |
| Testimony of Everard Edward Lawrence                      |              |
| Direct Examination  | 170A         |
| Direct Examination (resumed)                              | 184A         |
|   | 186A         |
| Testimony of Christopher M. Christian                     |              |
| Direct Examination  | 1.76A        |
|   | 183A         |
| Testimony of William A. McCulloch                         |              |
| Direct Examination  | 189A         |
|   | 198A         |
| Testimony of David Biondi                                 |              |
| Direct Examination Cross Examination Redirect Examination | 198A         |
| Redirect Examination                                      | 206A<br>226A |
| Testimony of Richard T. Rudell                            | 220A         |
| Direct Examination  | 232A         |
|   | 234A         |
| Cross Examination (resumed)                               | 328A         |
| Testimony of Jeremiah P. McAward                          |              |
| Direct Examination  | 2112A        |
|   | 256A         |
| Redirect Examination                                      | 311A         |

|  | Page                 |
|--|----------------------|
| Testimony of David N. Judelson Direct Examination  | 265A<br>281A         |
| Testimony of Martin S. Davis Direct Examination  | 331A<br>339A<br>354A |
| Testimony of Robert L. Jones Direct Examination  | 356a<br>360a         |
| Testimony of Cynthia A. Billings (In Open Court) Direct Examination  | 362A<br>380A         |
| Opinion by Judge MacMahon Dated May 13, 1975   | 404A                 |
| Judgement  | 440A                 |
| Notice of Appeal of Report & Billings  | 443A                 |
| Order by Judge MacMahon Dated June 26, 1975 directing in camera testimony of Billings made part of record on appeal under seal | 445A                 |
| Plaintiff's Exhibits   |                      |
| 9  | 447A                 |
| 10   | 448A                 |
| 17   | 449A                 |
| 18   | 471A                 |
| Defendants' Exhibits   |                      |
| 1  | 475A                 |
| 2  | 476A                 |
| 3  | 478A                 |
| 4  | 1484A                |
| 5  | 491A                 |
| 6  | 493A                 |
| 7  | LOSA                 |

|     | Page             |
|-----|------------------|
| 11  | 503A             |
| 15  | 585A             |
| 15a | 642A             |
| 16  | 645A             |
| 18  | 654A             |
| 19  |                  |
| 28  | 655A             |
| 29  | 684A             |
| 33  | 688 <sub>A</sub> |
| 34  | 690A             |
| J   | 695A             |

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## Industries, Inc.

211

SPRINGDALE, CONN. 06907

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TO THE ORDER OF

.... The Mark Group 31 Turn Of River Rd. Stamford, Conn 06905

THE FIDELITY TRUST CO. STAMFORD, CONN.

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POLYMER INDUSTRIES. INC.

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AUTHORIZED SIGNATURE

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|  |             | •                              |          |                | Part Brown (page 1) |  |  |
|  |             |                                | 1        |                |                     |  |  |
|  |             |                                |          |                |                     |  |  |
|  |             |                                |          | ·              |                     |  |  |
|  |             |                                |          |                |                     |  |  |
|  |             |                                |          |                |                     |  |  |
| <u> </u>   | 1 1         |                                |          |                | 1                   |  |  |

POLYMER INDUSTRIES. INC. SPRINGDALE, CONN. 06907

THE MARK GROUP, 31 TURN-OF-RIVER ROAD, STAMFORD, CONNECTICUT, 06905 (203) 322-4353

Plaintiff's Exhibit 10

4484

April 15, 1973

Mr. Paul A. Zdrodowski Director-Industrial Relations Polymer Industries, Inc. 1200 High Ridge Road Stamford, Conn. 06903

Dear Paul:

It was a real pleasure working with you and Len in the placement of Chuck Tomlinson. He tells he is off to a good start and has every reason to believe he will fulfill your expectations as well as meet his personal goals.

I will check with you occasionally to see if we can be of help, but certainly don't hesitate to call whenever you may be ready.

Thank you, Paul, for the opportunity to be of service.

Sincerely,

Stephen C. Markham

Transcript of tape of Lawlor interview 4/26/73

Present: D.N. Judelson, M. Davis,

B. Jones & J. McAward (Mary Worner is present during first 30 seconds of tape, and prior to Lawlor's entering the room).

Mary W. These are copies, there.

Beautiful. I also had him tender his resignation, as an employee though that's not really - you know....

Voices Mary Werner say "OK".

B.J. Perfect.

M.D. We might have the makings of a movie.

B.J. Yeah, we sound track cartridges.

D.J. They're pounding that fucking veal up there.

McA Yes'

B.J. Is that what they do? Is that what it is?

D.J. I guess it is - that's that thin stuff I guess - you have to pound veal, don't you, to tenderize it or something.

Mumble, and talking about pounding yeal.)

D.J. The kitchen is right above this here.

B.J. My grandmother used to, eh, pound veal.

McA It really does make a racket.

D.J. They serve a lot of veal up there.

(More mumbling and commenting about the noise.)

(Matt Lawlor enters)

M.D. You know Jerry.

M.L. Jerry, sure: Hey, how you doing there....

D.J. Matt, I've got to start this conversation by saying that, eh, I've placed a lot of confidence in you and I don't think it was reciprocated, but I want to tell you something, that we'll soon find out that it was not reciprocated. You should not be surprised that people you had confidence in have not shown the same type of reciprocation to yourself, if you can understand what I just said?

- M.L. I'm not sure.
- D.J. Well, what I basically said is that if you betrayed a confidence to me, eh, other people who work with you have betrayed a confidence to you, where you obviously thought you could have confidence in your own people.
- M.L. Oh.
- D.J. So eh, Matt, just let me ask you a few questions.... answer, but you don't have to. Eh, would you like to tell me what you know about the Mark Group?
- M.L. Sure.
- D.J. Ok, tell me.
- M.L. It's a, eh, it's a name in Connecticut eh the way it came about is that when we were working with Bob Yeager to help him find a job you know in the past, you know, I told you I was going to look for different ways.
- D.J. Right.
- .M.L. .... To cut down the cost, eh, of the employing or ....
- D.J. Right.
- M.L. ...finding ways of, for people, and there was a fellow up there who happened to be unemployed and uh...
- D.J. Who was that?
- M.L. Steve Markham.
- D.J.. Right.
- M.L. And, eh, so I thought that if Steve got into this type of thing, eh, this would be a perfect outlet for any time that I would have to, that I would want to go through to try to find somebody, eh, you know, on the outside, like, for instance, on Hollander's case. I did that direct.
- D.J. Through through what? Through Mark Group?
- M.L. No, no, because there was no such thing.
- D.J. Right.

- M.L. But what I learned as I went along is that it became more and more difficult to do that because you had to disclose who you were, what the Company was and what have you. So this just seemed like, as I indicated to you, if I could ever get this internal thing off the ground, eventually some day then, I would hope that we would have a captive, uh, search company.
- D.J. Right.
- M.L. ...and that's fundamentally what that was all put together for.
- D.J. In other words, that was the company that you saw being owned by Gulf + ... Western?
- M.L. Yeah.
- D.J. Mark was going to be owned by Gulf + Western?
- M.L. Yes, I mean it could be although it would not be a company, I don't know.
- D.J. I see. Did it have any, Did Mark Group have any transactions?
- M.L. Did they have any transactions?
- D.J. Yeah?
- M.L. Yeah, they placed a fellow at Polymer.
- D.J. Right. What was his name?
- M.L. Uh, uh, I'm not sure of that Jamison, or something like that.
- D.J. Pardon?
- M.L. Jamison, or something like that.
- D.J. They when that, when that person was placed, how much of a fee was paid?
- M.L. Uh, I think about \$9,000.
- D.J. Right. It went into Did it go into that Company?
- M.L. Yep.
- D.J. How'd it get in there?
- M.L. Pardon me?
- D.J. Who deposited the money in there?
- M.L. Uh, well, the bank account was opened.
- D.J. Who opened the bank account?

- M.L. Eh, Bill McDermott opened it.
- D.J. And who placed the money in?
- M.L. Bill.

.4.

- D.J. Is Bill working for this company?
- M.L. Yeah.
- D.J. Should he place money for something like that in the Mark Group?
- M.L. Well, Jim, this was done totally, eh, outside of this Company ...
- D.J. Right.
- M.L. ...at that point, so all that was is just to put it there and hold it no - I have to say that Steve Markham, who was unemployed, obviously, you know, as far as the money is concerned - he all dreceive the money.
- D.J. He would receive the money?
- M.L. Yeah, yeah, But in return for that, as far as I was concerned, this was going to be a perfect vehicle for us to use either way we want, whether in placing people or in trying to find the people.
- D.J. Now the fellow that was placed with Polymer, or whatever it was eh, how did the Mark Group get that name?
- M.L. Eh, Markham, checked it out, eh.
- D.J. Yeah, but how did he get the name to check out?
- M.L. Ahh, phew, I'm not sure of that.
- D.J. The fellow didn't write you a letter?
- M.L. Who?
- D.J. Didn't the fellow write you a letter as Vice President of Gulf + Western?
- M.L. The fellow that they placed ....
- D.J. Yeah.
- M.L. ....wrote me a letter?
- D.J. Did a Mr. Karl write you a letter?
- M.L. Karl..... eh..... think I.... (unintelligble).
- D.J. And then did Gulf + Western try to hire him?

- M.L. Mr. Karl? I'm not sure, Jim.
- D.J. Did the Mark Group try and get him placed? .
- M.L. Uh, eh, if he was one of the two people that, eh, that eh, was a candidate he will be, yeah, yeah.
- D.J. And the only person who was trying to do this was eh, this fellow, what's his name?
- McA Markham.
- D.J. Markham he's the only fellow trying to do it?
- M.L. Yeah, well, we'd, obviously Bill would help him in any way we consider if there was, you know, if there was something....
- D.J. Would Bill write a letter would Bill write a letter for him?
- M.L. For Steve?
- D.J. Yeah.
- M.I. He could have, eh, he would have, yeah, working with him ...
- D.J. Under under Gulf + Western?
- M.L. No.
- D.J. Under Mark?
- M.L. Sure.
  - D.J. . I see. Did, uh, did, uh, McDermott try and get get a job with Litton?
  - M.L. What?
  - D.J. Did McDermott try and get a job with Litton?
  - M.L. No.
  - M.D. Did Markham?....
  - M.L. Eh, Steve?
  - M.D. ....try and get a job with Litton?
  - M.L. Yeah, I believe he did, Marty.
  - D.J. Why would he try and do that?
  - M.L. Pardon?
  - b t Why did why would he try and do that?

- ".L. Why would he try to get a job?
- D.J. Yeah.
- Mell, in case this other, this other was a temporary thing to him which may or may not have ever panned out Steve Steve originally....
- D.J. Why, why did, why did he tell Litton that you were the President?
- M.L. President of what?
- D.J. Of Mark.
- M.L. Why, there's no reason I don't know why he'd do that because I'm not.

  Jimmy, there is no such.... the Mark Group is only a name.
- D.J. Mark, uh, Mark is a name. Did you approach Boester and say that, eh, would he like to consider being President of a Company that you were forming.
- M.L. I told Boester that after you and I had discussed what his position was with this Company....
- D.J. Right.
- M.L. ...that I would do anything I could do to help him find a job that if it was in his, you know, if he determined that he would like to go into something like a search company, that certainly I would, you know, because of Markham being there and because that thing had a least started in its embryonic state, that I would consider talking to him to see if maybe he couldn't go in and do that, yes I did.
- D.J. Matt, what you really considered was that he would be president of that company, isn't that true?
- M.L. Yes.
- D.J. Isn't it also true that you also considered that McDermott would stay here and furnish Mark Group with resumes until the company took off, and then at that point, he would leave and become executive vice-president of that Company?
- M.L. No.

- D.J. That's not true?
- M.L. No.
- D.J. Isn't it also true....
- M.L. No.
- D.J. ...that you that you had in mind that when Boester terminated, the termination money would be put into Mark Group to help finance it and he would take a draw?
- M.L. I I said to him that if when he was terminated if there was that money yes, I did suggest....
- D.J. Did you say to him that his termination would be put in there?
- M.L. No, I didn't say his termination that's 'is money ....
- D.J. Right.
- M.L. But I said that Dick Jim, all that I was trying to do was say that if this is the route you want to go, and you are terminated, then you've got two choices: either, we'll try to find you a job somewhere...
- D.J. Right.
- M.L. ...or, I don't have any money to set up something like that, but it could be a good thing for you if you did it. Therefore, if you'd consider putting that termination money in there, this would give you the, uh, what you needed until you got going.
- D.J. You did tell that to Boester?
- M.L. Sure.
- D.J. Right. Uh, didn't you also figure that you would also eventually merge with another company, in the Mark Group?
- M.L. Merge with another company?
- D.J. Yeah.
- n.b. Fields?
- D.J. You want the names?
- M.L. With Charlie Fields?

- D.J. Yeah, (also another voice says "yeah") ..
- M.L. I've been thinking about trying to do something with Charles Fields for a long time.
- D.J. Umhum.
- M.I. With the idea again, Jim, along the lines I talked to you about about having a captive, minority hiring group.
- D.J. Right. And you would also eventually put Landry in there, right?
- M.L. At, at some point, when he finishes his assignment with this company, and we were looking at it - I talked to Hank about it not too long ago, and, Landry has gone around...
- D.J. Hank, who?
- M.L. Uh? Hank Kelleher.
- D.J. You talked to him about putting him into this Company?
- M.L. No, no, no, I talked to Hank about where we glood with Landry because we hired him for one year, or, you know, on the basis of that.
- D.J. Right.
- M.L. Then to go around to, eh, to the various companies and my thought then was that if Landry had utilized, used, you know, all his service with us, that I could see that could be a, uh, terrific, eh, eh, eh, position for him as a retired eh, Government, eh, official.
- D.J. And what would Kelleher do at this time?
- M.L. Who?
- D.J. Kelleher
- M.L. Kelleher, ch, would do nothing.
- D.J. Well, why would you discuss that with him?
- M.L. All I told no, now wait a minute Jim, Jon't misunderstand me all I talked to Kelleher about is where do we stand now with Landry with respect to his utilization, period.

- D.J. Right, right, ok.
- M.L. Absolutely, period.
- D.J. Allright, now, Monahan? How would you see him fitting into this company?
- M.L. No way.
- D.J. No way?
- M.L. No sir.
- D.J. He wouldn't he wouldn't furnish you leads afterwards? No? He would furnish the Mark Group leads?
- M.L. No.
- D.J. Monahan knows nothing about this?
- M.L. I haven't even no, no, I wouldn't even see Jack.
- M.D. How about Zetlin? .
- D.J. Yeah what about Zetlin?
- M.L. Lee Zetlin?
- M.D. Yeah.
- M.L. In Stamford?
- D.J. Yeah, he would be a 50/50 give-up to Mark Group?
- M.L. I saw down the road that, eh, that the Mark Group, Jim, could have reciprocal arrangements with people like Zetlin or anybody else that's in the same field, that's about where he would be, yeah.
- D.J. Right. There, there, there would be ....
- M.L. In other words, if a Zetlin campe up with somebody that was proper and got placed...
- D.J. Right.
- M.L. ...ther it could be worked out on, on a fee-splitting arrangement.
- D.J. That he would put a split fee into the Mark Group.
- M.L. Right.
- D.J. Has he? Did he put a split fee in on any fees that he got, under Careers
  America, into the Mark Group?

- M.L. No.
- D.J. He didn't put any.....
- M.L. No.
- M.D. What about, eh, what's MJL Enterprises?
- M.L. That's something I just developed.
- D.J. Why would you develop that, Matt?
- M.L. Just a concept to see if, eh, you know, someday I might put something together along those lines. I'll tell you frankly, it was in the hope that if I had any outside income, that with my, eh, with my present tax situation, that I would at least have a basis for a Schedule C.
- D.J. You don't feel, Matt, that there's any conflict of interest between your getting resumes here and giving them to the Mark Group, and having them place the people and getting a fee? Right?
- M.L. No. Jim, I never looked at it, that way...
- D.J. You didn't look at it that way?
- M.L. .... In other words....
- D.J. In other words, the 9000 fee that was paid there, to that company, right, eh, you don't feel that there was any conflict of interest for any of the people who were working here, whether it was McDermott or yourself?
- M.L. I didn't feel that, no, I didn't.
- D.J. You didn't. No well, ... in other words....
- M.L. In fact....
- D.J. The \$9,000 fee was purely going to be for Markham, right?
- M.L. And, and to operate that, eh, that total company with the idea that then we would have total utilization of that company from within, here.
- D.J. Right.

- M.L. Whether I used it through Bill McDermott and made direct calls to people, or whether I used it for, eh, eh, placement of other people, you know.
- D.J. You, in fact, Matt, have gotten letters, from people, looking for jobs, innocently, that have been under the Mark Group letterhead, sent to people. You have received fees from Bushee and from, uh, uh, on this one placement the fellow's name is Dambrosky, eh....
- M.L. Wait a, who?
- D.J. Pardon?
- M.L. From who?
- D.J. From Bushee in Pittsburgh?
- M.L. No.
- D.J. You don't know him?
- M.L. I know him, but ...
- D.J. And, eh, and Mark Group has gotten no fees from him?
- M.L. No sir.
- D.J. Really Matt, really Matt?
- M.L. I'm just saying, No.
- M.D. & McA (unintelligible).
- D.J. Let me ask you a question.
- M.L. Oh no, ok, I now I know what you're talking about (evidently in response to whatever M.D. said) When Steve first started into this thing and unemployed, Bob Bushee in Pittsburgh paid him a \$150 a week with the understanding that it was strictly to see if he could get a, a, business going. And then when the Polymer thing hit, that was the, that was the money that, eh, they were going to use to keep the business alive.
- D.J. It's interesting that the, eh, place that one of these people was, eh, placed, was a place that McDermott had worked at Olin.
- M.L. Wait, someone was placed there? I don't know who that would be.

- D.J. Who paid the fee to the group, ch, to this Mark Group?
- M.L. It was, eh, eh, Polymer is a Phillip Morris Company.
- D.J. See, eh, Matt, I want to tell you something....
- M.L. I mean, wh, I assume you-talking about that Polymer
- D.J. (sighs) Forget about Polymer.
- M.D. Is Mark Group incorporated?
- M.L. No.
- M.D. Are they going to be? .
- M.L. No.
- D.J. They're not going to be?
- M.L. No.
- D.J. Then how, how, come Mr. McDermott's filing papers for its incorporation?
- M.L. Well, eh....
- D.J. You don't know about that?
- M.L. Wait a minute. Bill was filing a paper for to something in the State of Connecticut that says if you do any kind of business in the State of Connecticut, it is, eh, there's something that you have to file, eh.
- D.J. You have to be incorporated.
- M.L. No. No, no, it's just....
- M.L. Filing to do business of something....
- M.D. Same type of statement in New Jersey too, or in New York, or ...
- M.L. I don't know.
- M.D. I mean, would you have done the same thing in other states?
- M.L. No, I don't believe, but that was where, you know, where that bank account was so, therefore, I understood that they would have to do that, Marty.
- M.D. Who kept em where did the money go? It's in their bank account it's got a sizable account,

- M.L. No, it doesn't.
- M.D. It doesn't? What's sizable. Maybe .....
- .M.L. Well, I don't know I don't know what you mean....
- M.D. I mean anything a thousand dollars, two thousand, ten thousand, twelve thousand?
- M.L. It has the \$9,000....
- D.J. Nothing else?
- M.D. Nothing else?
- M.L. As far as I know.
- D.J. There wasn't, there wasn't any fee for somebody who left our tax department?
- M.D. Dave Biondi.
- M.L. We that ok yeah, nine, twenty-seven hundred, yeah, eleven thousand then,
  I guess that's right. And that one, Jim was, a, a, pure accommodation there,
  of where Jerry and I had discussed this thing. Jerry wanted rid of Dave.

  Dave wanted out of the company, and all I did was put him in touch with

  Lee Zetlin. And it went from there....
- D.J. And you split a fee and it went to the Mark Group.
- M.L. Yeah.
- D.J. You don't think that's strange, either?
- M.L. Jim it's strange, only from the standpoint that in order for this thing to grow, it had to have something Markham had to live.
- D.J. So you had this whole idea that this would be done. If in fact you had all, that whole idea, Matt, why didn't you do it under Management Resources?
- M.L. (unintelligble mumbling).
- D.J. Why didn't you do this whole thing under Management Resources? If you needed funds to do this, why didn't you come to me and say, "I'm doing this...."

- M.L. Well now, wait a minute Jim, I went to you and said I was going to try to work some things out. Now I haven't had a chance to talk to you about each and every thing I did, but I think that, and you say of who relies on who. I know one thing, I relied on you to have faith in me because most everything I've ever tried to do is in that one direction...
- D.J. (Interrupting) Matt, the fact is that you did come to me and say how about setting up, a, a Management Resources, and I said to you, "No way, Matt." If you remember that. I said, "I'm not interested in that."

  You don't remember that?
- M.L. Oh, no.
- D.J. Oh, yes I did, I said if you want to set up a Management Resources, as an internal situation so that you can go ahead and have a name for a group coverage of all the various people that write in here, I said, "Go ahead and do that, but no Corporation, I'm not interested in fees or anything like that." You recall that, do you not?
- M.L. Well, Jim I don't know about the eh, the no corporation.
- D.J. But in any event we did have a Management Resources here, Matt, so why didn't we just continue with that?
- M.L. Well, for the simple reason some of these thing has been handled in the outside is what I'm saying, Jim, and it wasn't....
- D.J. Matt, since I told you that I wasn't interested in that, why on your own were you setting this up, getting money put in there, having an employee of Gulf + Western by the name of McDermott as a registered check signing name at the bank, right? What's the name of the bank?
- McA Union Trust.
- D.J. Yeah. Why did you have all these things done without discussing, don't you think that's there's something wrong there, Matt?

- M.L. I, eh, I would had like to discuss the whole thing with you, sure.
- D.J. You didn't.
- M.L. Jim, I frankly, I, it was when I, because it was all, eh.
- D.J. Monahan knews nothing about this?
- M.L. No.
- D.J. Why do you have, why then in your thinking and in your plans is Monahan a key person in this to take care of New Jersey and New York, Matt?
- M.L. That's not true. That's not true at all.
- McA McDermott's of the opinion that, eh, he is involved.
- M.L. McDermott's of the opinion that Jack's involved?
- M.D. McDermott is, very helpful to us with a lot of this information.
- M.L. That may well be, but I'm telling you that no way, that I saw Jack, for the simple reason that is no reason for Jack to be involved in the job.
- D.J. Matt, there's no reason, really carrying this conversation on any longer.

  Sign this paper? Anybody got a pen?
- M.L. All of this is on the basis of this?
- D.J. Matt, let me, eh, well, would you like a little more?
- M.D. Want him to go further?
- M.L. Well, I don't know, I don't know what you mean?
- D.J. I would say this Matt, that primarily is on the basis of this. I would say that if is, it has nothing to do what, what I consider to be totally fraudulent. I think your whole story here, is a, is a nice composite of what you think might be a plausible rationale for the whole situation, but I want to tell you that it absolutely defies gravity, I mean I refuse to accept anything you said Matt, I know exactly what was set up, I wasn't born yesterday. This Company didn't get built by a bunch of idiots WAC happen to reside on the 42nd floor, Matt. We are really not stupid, or if we were, this Company wouldn't be as big as it is. I find it, Matt,

- D.J. a disgrace, that an officer of this Company would enter into something like this, unbeknown to myself, who you reported to, as an absolute subterfuge to go ahead and take fees in a situation where you obviously had all of the ability to get people who would write here for resumes and put them in, I could even see you placing Mr. Boester, your own employee who if he did, if he didn't want to go into this, and he said he didn't want to go into it, because he himself thought it smelled, Matt. And that s the reason he would want any part of it, and why you have heard nothing from him, and you have heard nothing from him? Right?
- M.L. Right.
- For that reason, that I could even see maybe a Mr. Zetlin, whom we had a D.J. lot of confidence in, and we said so, placing him and splitting the fee with, with, with the Mark Group which he obviously would have done. I ALso know about Mr. Singer in Dallas and in a number of other places, O'Brien in Jersey, I know all the appeople, Matt, that you expected to split fees with in the Mark Group. I think it is entirely fraudulent Matt, it's an insult to my intelligence and everybody else's sitting in here that you would give this rationale for this story, you know it for what it is, I know it for what it is, Mr. McDermott definitely knows it for what it is, that there was an employee here receiving \$21,000 a year in the name of this man, right? Who was using his secretary to type up resumes, us g his efforts to type resumes, to send them out to people under the Mark Group, and he was doing it, his name signed at the bottom, that we would be paying for that and that you would know about it. I think it's a disgrace Matt. I also have to tell you this, that I can now understand, Matt, why · I've had trouble in even maybe getting a secretary, because I did have a second girl here who at the beginning I didn't think would stay here for the reasons that you know, and for eight weeks all I could get up here where two girls in eight weeks, and it's obvious to me why, because the

people who should have been doint that were worrying about the Mark Group and all these other things and anything else. I also will telly hatt, that if you think that this whole story is plausible, then as a Vice-President of this Company, you shouldn't be one, Matt, Because no Vice-President, think of this Company should think that vay. It's totally erroneous, incorrect, and as far I'm concerned underhanded thinking.

Now, Matt, I told you, I gave you confidence when you came here, you did not return it Matt, in fact, you must have flipped gear someplace along the line here, and is very obvious in case you want to know about it the Management Resources opened up your eyes to what could be done outside of the Company, rather than inside of the Company, and that's why the Mark Group was formed. I happen to know that you have contemplated the MJL Enterprises, that the Mark Group would be a subsidiary of that, that there would also be a Mark Communications or something, that obviously would had to do with entertainment.

- McA Is that Music Group that .....
- D.J. . Pardon....
- McA There is a music group....
- D.J. There is a music group, Biff Williams is your nephew? isn't he?
- M.I. No.
- D.j. He isn't your nephew? He's not related?
- M.L. He is a friend of the family, he ....
- D.J. And he stayed four weeks in a Commany apartment, do you think that as an officer of this Company that you should've oked such a travesty? That's stockholder's money that's paying for that, Matt. And yet you put a group in there that notonly stayed there for four weeks, but had the Management of the Mayflower Motel that obviously thinks that Gulf + Western have a bolt loose some place because they raised such a rumpus in that place, that everybody complained, and you put somebody like that there...

- M.D. Boester didn't tell you about the place?
- M.L. Not at all.
- D.J. You don't know anything about it, you don't even know that they were there for four weeks?
- M.L. I knew they were there ...
- D.J. You think that was right, Matt?
- M.L. Jim, if they weren't there four weeks continously, they were there when there was nobody was in that room.
- D.J. I don't care.
- M.D. Why weren't their names on the records?
- Matt, I want to tell you something, I want to tell you something, Matt D.J. Lawlor, and you do know the story that I blocked my own nephew from being hired by Paramount Pictures, on the West Coast, and I told you about that, because I wouldn't even come down to have something like that, and incidentally thats when Bernie Donnenfeld was there, and he bumped into him and he find out that he was going to hire him that he was my nephew, I certainly never put him up to it. I was stunned at the call, and I said "Do me a favor Bernie, don't hire him." And he said, he is a terrific guy, well, if you think he is so great recommend him to one of the other studios out there, but keep him out of this Company. But when my own relatives and my wife's relatives come in to New York I never put them into a company suite. I wouldn't have any part of that, when I get tickets for the Garden for anybody that's in my family I pay for them, and yet, I watch stuff like this, Matt. Your problem is this that maybe my standards Matt, are just too God damn high, so far for what maybe your standards are that I can't understand them. And maybe it would be better if my standards where closer to yours then maybe a lot of these things could go on in this Company.

But I want to tell you Matt, I'm not going to stand for it, I won't have for one second, I think that you must have been absolutely crazy, Matt. I'm not trying to give you a lecture, but you have gone ahead and you've ruined the job that you have here, you can' get no recommendation from me Mr. Lawlor for any possible job. I think what you now have to do is to run the Mark Group and try to make a, to make a go of it, but don't you ever try and place anybody with this Company and Matt, I'll tell you the other thing, don't you ever approach anybody from this Company, because if you do Matt, I'm going to take this whole record and throw it at you. And I can really throw it at you, Matt. I could give you so much trouble, that you'll never want to wake-up. Now, I'm not going to do that for one reason, Mr. Lawlor, I know you have a family, and I feel for your kids, I want to tell you that. And I shouldn't feel this way, and I know God-damned well I shouldn't, because I should be as high as my standards are with regard to this. I should be just that tough, too, when it comes to something like that. I'm not going to do that to you, Matt, you can rest assured of that, but you tamper with one single person here - you approach one single person here, Matt, and this hangs over your head - and it's this thick, Matt, it's this thick. Now, there's so much more I haven' told you I don't want to tell you. I think it's terrible Ma.t - I don't know what the hell got into you, but that's your business. You're a big boy - you're over 21. What I want you to do, Matt, is sign that. I would like you to go down to your office, I would like you to pull out your stuff, I would like you to leave today, and I don't want you coming back into this building. Incidentally, I told the same thing to, to Mr. McDermott. And, and Matt, I'm not even sorry about this. I, I would normally say I'm sorry this happened, I'm not sorry. I'm not sorry about anything about this, Matt.

- M.L. Well, Jim ....
- D.J. But don't expect me, or anybody else in this room, or anybody else on this floor, to accept the God-damned travesty that you've tried to perpetrate as the, as the purpose behind doing this whole thing. It is so deceitful, Matt, that it's even unbecoming to you to sit here and try to tell me that. Do you think I'm that stupid do you really think that?
- M.L. Jim, I, I told you what I believe and what's in my Heart.
- D.J. Ohhh, Matt, let's, let's drop this. Do me a favor. Sign the paper.
  Right now.
- M.L. Right.
- D.J. Matt, does you: secretary know anything about this?
- M.L. No. Elda?
- D.J. Yeah.
- M.L. No way. No.
- D.J. She does not.
- M.L. No.
- M.D. How about McDermott's secretary?
- M.L. No. I know she typed those things but, eh.
- D.J. She doesn't know anything about that she wouldn't know why she was doing it.
- M.L. I don't believe that she ever really ...
- M.D. Who types up the Mark Company bills?
- N.L. Uhhhhhhh
- M.D. Where does where are the records for the checks?
- M.L. That was, that was, as far as I know that's all, eh. Bill had that in Connecticut.
- D.J. That's where
- M.L.&M.D.In Connecticut.

- M.L. That's in Connecticut, for Steve, so I don't .....
- D.J. O.K. Matt..... Marty, do me a favor. Get me Matt's secretary.
- M.D. Yeah.
- M.L. All these, JIM?
- D.J. Yeah, Go ahead.

  Coughing, mumbling.....
- D.J. O.K. Matt.... I'd just like you to leave.
- M.D. You have a company car you have some other things here....
- D.J. Yeah, I want whatever credit cards you have, 7 want the car turned in.
- B.J. Well, there'll be certain conditions, I think Norm Forson would be the proper person, would be the logical person to turn your cards in to, and things of that nature.
- M.L. O.K. Jim, I'm sorry, I, I have to tell you.
- D.J. That's..... (unintelligble one or two words).

Plaintiff's Exhibit 18

The Gallagher Presidents' Report

A CONFIDENTIAL LETTER TO CHIEF EXECUTIVES

230 PARK AVENUE, NEW YORK 10017

New York. May 22, 1973. Volume IX. Number 21. (in two sections)

Dear Chief Executive:

MATERCATE HEARINGS TO EXPEDITE ARRIVAL OF PHASE IV. Look for Nixon to launch new domestic economic game plan within 60 days. Announcement to divert public attention from preoccupation with Watergate investigation. Call for program of modified wage, price controls for unspecified period. U.S. President eager to refurbish battered image. Restore confidence in current Administration. Strategy viewed as best way for Nixon to convince electorate of concern over nation's No. 1 domestic problem of inflation (6.6% annual rate of increase first quarter this year highest rate in 22 years). Added impetus for restoration of mandatory controls: return of ex-Treasury Secretary John Connally. Connally expected to play key role in restoration of controls. Gain upper hand in administration over Nixon's current economic adviser & Treasury Secretary George Shultz.

star witnesses & former White House aides John Dean, Charles Colson to reveal intricate pattern of relationships between Nixon Administration, business community. If the chief "Hungry Hal" Geneen expected to lead parade of private sector witnesses. Logic candidates to follow Geneen: PepsiCo's Don "Frostbite" Kendall, Warner-Lambert's "Uncle Elmer" Bobst, Marton Simon Int.'s "Golden Boy Dave" Mahoney. Politically retones of current Senate hearings could threaten viability of major corporate national accomplished during Nixon Administration. E.g., ITT-Hartford Fire; Warner-Lambert/Parke, Davis; PepsiCo-Rheingold. Added headache for Kendall: PepsiCo deal with Russia.

Geneen's "connections" with Nixon officials far-reaching. Hal, ITT v-p & Washington liaison Bill Merriam known to have met with White House aide Colson, "deposed" Presidential adviser John Ehrlichman over Hartford affair. Admitted Watergate conspirator Howard Hunt dispatched by Colson to interview ITT lobbyist Mrs. Dita Beard in Denver after exposé involving ITT offer to underwrite Republican National Convention in San Diego. Geneen meeting with former U.S. Attorney General John Mitchell prior to Justice Department consent decree under question. (Former antitrust chief Dick McLaren -- vigorous opponent of large-scale corporate mergers -- subsequently "resigned" post to take Federal judgeship.) ITT director John McCone under pressure to resign. Former Central Intelligence Agency (CIA) chief involved in ITT offer to send \$1 million in ITT funds to Chile in last-ditch effort to stave off election of Chile's Marxist president Salvador Allende. Latest headache for Hal: Internal Revenue Service challenges tax-free status of ITT-Hartford exchange offer.

PRESIDENTS STEP UP AWAREJESS OF WHITE COLLAR CRINE. In wake of current scandal over political contributions (e.g., Loeb Rhoades senior partner John Loeb charge by Federal government on eight counts of unlawful contributions to Presidential nestion campaign of Sen. Hubert Humphrey). Added cause for concern: recent corporate manipulations a la Equity Funding, Dare-To-Be-Great Inc. Chief executive established guidelines to deter white collar criminals inside, outside company. Conducts there investigation of potential customers, suppliers. Checks reputation of principals in business community. Questions out-of-the-ordinary business transactions (sale of

471A

products to foreign agents). Watches for personnel "plants" (Diners' Club defrauded of \$600,000 via use of temporary-help personnel). Outline of basic methods used by white collar criminals prepared by U.S. Attorney Whitney North Seymons Jr. Presented as Second Section for enlighterment of GPR readers.

"CHARLIE WONDERFUL" BLUHDORN CRACKS DOWN ON EXECUTIVES. Gulf + Western Industries chairman forced to oust Matthew Lawlor two weeks ago after discovery of questionable practices by Lawlor as v-p employee relations. Lawlor in charge of G+W personnel department. Reportedly set up dummy corporation Mark Group. Opened bank account for dummy corporation. Channeled unsolicited job resumes to Mark Group. Extracted fees for placement of executives with G+W. Charlie eliminates title. Turns over Lawlor's duties to director of personnel David Foreman.

Moore works on three-way development of two-year-old GE entertainment affiliate.

Y sories. Filming of Family Classics for television completed. 20-film series
reaches 125 markets. Broadcasters include ABC affiliates in New York City, Detroit,
Ean Francisco, Los Angeles. Current contracts account for 70% of potential market
for series. Additional eight "Movie of the Week" features in production. Feature
films. Movies "Lady Caroline Lamb," "Hitler: The Last Ten Days" now circulate in
theaters. Three films in production: "Lady Ice" (June release); "Marco" (September
release); "Counterpart" (year-end release). Live entertainment. Tom extends Hurck
Concerts operation into live theater. Completes national tour of Pirandello's
Henry IV.

PRIVATE COMPANY PRIZES PRIVACY. Bill Communications Inc. chief "Joiner John" Hartman turns down merger offers from CBS, Cahners Publishing, Harcourt Brace Jovanovich, R.R. Donnelley & Sons, Litton Industries, Westinghouse. Sets high price tag on company to discourage bidders. Demands minimum \$20 million for Bill Communications (20 times 1972 estimated \$1 million net income on \$12 million revenues). Hartman establishes close rapport with divisional heads to outline company's immediate future. Promises "piece of the action" via public offering within five years. Maintains salary levels minimum 10% above competitors. Result: team works hard to prepare for public offering. Divisional chiefs Bernard Kovach, Don Karas turn down attractive job offers from headhunters.

CREDITORS SEEK MERGER PARTNER FOR BOTANY INDUSTRIES. Wall Street broker David Baird, New York City attorney Lawrence Brinn, Dallas attorney Phillip Palmer head team to find corporate rescuer for bankrupt men's clothing manufacturer. Joined in search by Amalgamated Clothing Workers of America union chief Jerry Markowitz. Palmer talks to Chicago financier Jay Pritzker about minimum \$16 million capital infusion to satisfy Botany creditors (in return for 30% ownership of company). Reason for scramble: Botany deal with W&M Investment Co. falls through (called for \$20 million infusion). Eankruptcy court seeks clarification of W&M's plan for reorganization. Asks for additional \$250,000 from W&M over \$300,000 put up as goodwill. W&M principals "Breezy" Winn, Frank Marshall unwilling to go along with court's request. Meanwhile Botany chairman Mike Daroff asks court for 30-day extension to come up with alternate plan.

U.S. POSTAL SERVICE MONOPOLY FINISHED. Private sector presidents press for availability of competitive services in wake of poor performance by quasi-public U.S. Postal Service. Estimated \$700 million in revenues diverted from Postal Service in past year to companies like United Parcel Service. Look for Congress to allow competition from private sector provided companies agree to handle all levels of mail.

E.g., rural deliveries as well as lucrative metropolitan-area service. GPR recommends test program prior to initiation of competitive services. Oppositionity for corporate chief executives to outline plans to Postmaster General Ted Klassen. Seek temporary franchise on statewide basis. Undertake trial program for six months (include heavy and season). Study results. Press for expansion of private services to nation-

COMMONWEALTH UNITED CORP. BECOMES ACCUISITOR'S DREAM. Former conglomerate (now Iota Industries) eyed by Rapid-American Corp.'s Meshulam "Reckless" Riklis, loews Corp.'s Larry Tisch, Gulf + Western Industries' "Charlie Wonderful" Bluhdorn. Western Pacific's Mickey Newman. Reason: \$10 million company has \$125 million tax loss carryforward, \$100 million capital loss carryforward. Iota chief Lou Nicastro serves company without compensation. Seeks corporate parent for Iota. Expected to resign on completion of sale. Look for deal before year end. Bidding to be tough. Nicastro to protect position with company. Obligated to buy 200,000 Iota shares by end of July. Current market price of stock 1 1/8 (traded over the counter).

ANATOMY OF A CORPORATE MANIPULATION. Death and resurrection of Commonwealth United Corp. (CUC) becomes classic in annals of business history. Story reveals corporate exploitation of stockholders for benefit of management. Action begins in late 1968 with CUC chief Bruce Rozet's \$100 million exchange offer for Seeburg Corp. (\$97 million manufacturer of coin-operated machines). Deal recommended by Rozet's investment banker Burt Kleiner of Kleiner, Bell & Co. Seeburg chairman Del Coleman, president Lou Nicastro sell holdings for \$12 million. Nicastro named president of merged companies. Works for Rozet.

1969: Overexpansion, overleveraging lead to corporate decline. Rozet eager to build billion dollar business. Loses estimated \$11 million on abortive acquisitions (e.g., Rexall division of Dart Drugs, "Mortician Marty" Ackerman's Perfect Film & Chemical Co.). Suffers \$5 million failure on consummated acquisition of George A. Fuller Construction Co. Bruce runs into opposition from Nicastro due to company's shaky finencial condition (\$130 million in debt outstanding). Fires Lou in April. Rozet resigns in July. Company forced into crisis financing to stay alive. Debts include \$40 million to IOS Ltd. (represented on CUC board by IOS president Morton Schiowitz), \$22 million to Gulf + Western Industries, \$13 million to banks, \$6 million to foreign lenders (William Brandt's & Co. Ltd., Banque Rothschild, Guinness Mahon & Co.). In one year CUC goes from \$10.4 million net on \$115 million sales (1968) to \$61 million loss on \$106 million sales (1969). G+W chairman "Charlie Wonderful" Bluhdorn urges Nicastro to return as chief executive (company run by triumvirate after Rozet's ouster). Lou accepts after much persuasion.

1970: Renegotiation of credit lines keeps sick company alive. Nicastro evaluates CUC financial structure. Takes three-step approach: 1) Obtains \$4.2 million in bank financing from Franklin National, Security Pacific, Bank of California to meet payroll.
2) Convinces creditors to accept 15-month moratorium on debt (extended indefinitely).
3) Refinances Seeburg Corp. subsidiary (only viable CUC operation) via \$28 million package from Prudential Insurance Co., Northwestern Mutual Life Insurance Co., Walter Heller & Co. 1970 CUC results: \$81.7 million loss on \$84.3 million sales.

1971-72: Corporate burial and resurrection. Facilitated by Plan of Settlement engineered by Allen & Co. Inc. partner Marvyn Carton, Allen & Co. partner Charlie Allen's son-in-law Irwin Kramer. (Nicastro convinced Allen & Co. Inc. to become company's investment banker in April 1971.) Plan calls for spin-off of Seeburg from CUC. Creation of new company Seeburg Industries (SI) with 2.3 million shares outstanding. SI pays \$6.8 million cash to CUC for old Seeburg Corp. assets. Extinguishes \$130 million debt via distribution of 1.8 million SI shares to creditors, sale of \$14,000 shares to management. Largest blocks go to major creditors: GHW (190,000 shares), foreign lenders (144,000 shares), Prudential (31,000). IOS Ltd. receives 690,000 class B nonvoting shares (sold to Hambro Bank, Israeli American Bank upon completion of deal). Allen & Co. Inc. subsequently buys 182,000 class B shares from Hambro. 1.1 million of 1.8 million shares issued to creditors as letter stock. CUC reduced to \$10 million company with main business in film distribution. Allen & Co. Inc. receives \$900,000 for development of settlement plan plus agreement for future SI underwriting.

1973: New-born company inherits handsome tax benefits. New Seeburg has \$25 million tax loss carryforward; \$10 million capital loss carryforward; \$6 million tax shelter.

ine with Continental Bank of Illinois. Extends term of Allen underwriting ingreement two years. Seeks to build business by vertical growth. Concentrates on manufacturing in alot machine business. Buys back distributors in Choice Vend soft drink dispensing machine operation. Eyes expansion into refrigeration, electronics. Lou to hold first annual meeting June 14. Look for company to apply for Big Board listing by year end.

WHERE ARE THEY NOW? Principals in Commonwealth United, Seeburg saga go down with ship. Commonwealth United ex-chief Bruce Rozet tends to real estate properties in California. Former Seeburg chief Del Coleman watches stock market (keeps eye on his 207,300 Recrien Corp. shares). I.O.S. ex-president and former Commonwealth director Morton Schiowitz passes through presidency of Meshulam "Reckless" Riklis' Cellu-Craft into anonymity. I.O.S. founder Bernie Cornfeld talks with Geneva, Switzerland jailers over future of mutual fund industry. Missing in action: Kleiner, Bell investment banker chief Burt Kleiner.

OPPORTUNITY. Vice-president. For over-the-counter-listed company headquartered in Northeast. Candidate must have expertise in mail order marketing. Job has potential to lead to executive v-p post, presidency. Salary: \$30,000-\$40,000 plus equity, medical insurance, car. Write to Bernard P. Gallagher, 230 Park Ave., New York, N.Y. 10017.

ESCALATING UNDAY REALTY TAKES DEATH PLOW TO BUSINESS. N.Y.C. Mayor "Hollywood John" Lindsay's proposed \$10.0 billion budget for fiscal 1973-74 represents 10.8% increase over current budget. Business community expected to underwrite lion's share of increase via proposed 11.4% hike in realty taxes (due to escalator clauses in leases). Opportunity for corporate chief executives to challenge "loose" spending policies of public officials. E.g., biggest "Welfare City" budget increase slated for "miscellaneous" (+39.8% to \$840.5 million). GFR predicts N.Y.C. annual debt service obligations to pass billion-dollar mark in fiscal 1975 (proposed budget seeks \$969.6 million in funds). Lack of accountability requires counterattack by business community. GFR recommends campaign to force city employees to live in city (particularly members of essential services like police, firemen). No reason for city's taxpayers to support welfare "clients" and allow out-of-towners to fill city jobs.

CORPORATE. John Swearingen's Standard Oil Co. of Indiana (Amoco) has inside track on "mini-North Slope" find of natural gas unleashed in last week's atomic blast in Colorado Rockies. Amoco has 300,000-acre tract in Wattenberg, Colorado...

U.S. Industries chief Charles Selecman unsuccessful in attempts to find buyers for Mark Trouser Manufacturing subsidiary (N.Y.). Look for Selecman to fold operation.

. . Electronic Data Systems chief "Bullionaire Ross" Perot patitions aid of N.Y.

Gov. Nelson Rockeraller in effort to win state's \$30 million welfare, medicaid contract. Loss of potential contract could jeopardize Perot's government contracts in California, eight other states.

ACTIVITY. John Gardner's Common Cause expected to be vehicle for expose of still-secret contributors to Nixon's 1972 reelection campaign. Lock for disclosure of \$250,000 donation by R.J. Reynolds Industries' Sea-Land subsidiary chief Malcolm McLean (reported by GPR, June 13, 1972). . . . American Electric Power chairman Don Cook emerges as leading contender to replace Brad Cook as head of Securities & Exchange Commission. Don headed SEC 20 years ago. . . . Appointment of Harvard law professor Archibald Cox as special prosecutor in Watergate case signals whitewash to come in Justice Department investigation. Cox over-the-hill. Has no experience as investigator, prosecutor.

Very truly yours,

The Gallagher Presidents' Report, Inc.

Brus P Gallagher

THE MARK GROUP, 31 TURN-OF-RIVER ROAD, STAMFORD, CONNECTICUT, 06905 (203) 322-4363

Defendants' Exhibit 1

119

475A

March 1, 1973

Mr. Robert C. Thompson Manager of Manpower Placement Olin Corporation 120 Long Ridge Road Stamford, Connecticut 06905

Dear Bob:

come

So far I have not been able to keep up with much for your Chemicals' Manager of Compensation, except for the attached, who at this current \$23,100 would require a starting salary of \$27,000 or possibly \$26,000. Can you go this high?

We have blotted out his name and companies at his request to protect his anonymity at this stage. He is in your area and would not require relocation. If per chane you can figure who is is, I know you will respect the confidence.

I will call you in a few days to see about this and how else we may be able to help you.

Defendants' Exhibit 2

LTR - 102

476A

#### Summary of Qualifications

Currently Corporate Director of Purchasing of a major multi-diversified corporation with heavy administrative and functional responsibilities for procurement of \$650 million annually. Also responsible for corporate vehicle leasing. Twenty years experience ranging from field engineer to buyer, purchasing agent and assistant manager of procurement for a major division to corporate director of parent. Experienced in all areas of general procurement, policies and procedures, cost reduction programs, purchasing manpower evaluation, forecast and long range planning and complex negotiations. Accustomed to dealing with management on highest levels.

#### Experience

1955 to Present: Major Multi-diversified Corporation

### 1967 to Present, Corporate Director of Purchasing

As the Department Head, supervise 5 professionals and have functional direction of purchasing in all divisions with annual purchases of \$650 million.

Responsible for the formation of the corporate purchasing staff and development of written policies and procedures applicable to all divisions. Establish methods for monitoring purchasing performance throughout divisions and for reorganization of purchasing operations where necessary. Administer various types of cost reduction programs tailored to individual needs of divisions. Organize committees for dealing with critical commodities and assist in forecasting key commodity price changes. Negotiate agreements for corporate wide application and review major capital expenditures, including engineering construction, power and natural gas corporats.

Also responsible for Corporate Vehicle Lasing Department which negotiates and administers contracts covering \$12 million annually for cars, trucks and material handling equipment.

In addition perform special assignments such as acquisition evaluations and development of the Corporate Product and Services Guide and serve as a communications center, representing the Corporation to all suppliers and customers.

1962 to 1967, Assistant Corporate Manager of Purchasing, Multi-Plant Subsidiary Co

Major responsibilities for plant conformance to purchasing policy and for contract negotiations. Determined what materials were to be negotiated and purchased from staff headquarters and what were to be handled on a decentralized basis. Fostered innovations at plant levels such as, systems contracting, stockless inventory and supplier evaluations.

During two year period 1965-66, had responsibility for negotiation and administration of the major portion of a \$30 million construction program involving the coordination of several construction firms.

1961 to 1952, Purchasing Agent, Commodities & Engineering Division 477A

Supervised procurement for major commodities; responsible for purchase engineering functions, cost reduction and inventory control programs. Negotiated capital equipment, exploration and utility contracts; purchase responsibility, \$15 million annually.

### 1955 to 1961, Staff Buyer

Served in various buying assignments including purchase of chemicals, steel, rubber products, packaging materials and non-ferrous metals. Assisted purchasing engineer in evaluating engineering and equipment purchases.

## 1953 to 1955, Construction Engineer, Port of N. Y. Authority, New York, N. Y.

Performed as field engineer during development and construction of third tube, Lincoln Tunnel, N.Y. Also participated in construction activities at other Port locations, such as, Kennedy and LaGuardia Airports and Hoboken, N.J. piers.

## 1950 to 1952, First Lieutenant, United States Army

Served as a platoon leader in the United States Infantry and as a staff officer on firing ranges, Fort Dix, N.J. Served in Corps of Engineers as acting company commander in aviation engineering battalion in Europe; overseas service approximately one year.

## 1949 to 1950, Construction Engineer, M.L. Oettel Co./Psady & Co., New York, N. Y.

Performed as assistant engineer and as superintendent of concrete arch construction on various structures in N.Y. Projects consisted of high rise apartments and office buildings.

Education: B.S. in C.E., 1949

M.B.A., 1959

Personal: Born - June 22, 1928, Ht. - 5'92", Wt. - 165 lbs.

Excellent health

Married, three children

References furnished upon request.

Defendants' Exhibit 3 804 Dallam Road Newark, Delaware 19711 February 22, 1973 Mr. Matthew J. Lawlor Vice President, Employee Relations Gulf & Western Industries, Inc. 1 Gulf and Western Plaza New York, New York Dear Mr. Lawlor: Enclosed for your conderation is a resume of my background and experience. Having declined to relocate to West Virginia, I expect to be leaving the Columbia Gas System within the next month or so. My principal is aware that I am actively seeking employment elsewhere. In the event your organization has a requirement for which I might be considered, I would be pleased to make myself available, at your convenience, to discuss it with you. Thank you for your attention. Very truly yours, Victor A. Karl Enclosure

V.P. Employee Relations

V. A. Karl, 804 Dallam Road, Newark, Del. 19711, 31 lun-er-T. Thone - (302) 731-4958 (Home) - 480A Starford, Scan. (223) 312-5

D.O.B.: March 20, 1932 Marital Status: Married, w/7 children

Education: 1954 - A.B., Seton Hall Univ.; 1960 - LLB, Fordham Univ. School of Law; 1970 - LLM (Labor Law), New York Univ. School of Law

## Employment History: Corporate Staff Experience (5% years)

Employed since August, 1967 as Labor Relations Coordinator for the Columbia Gas System, reporting directly to the corporate Vice President - Employee Relations. The Labor Relations function operates within a multi-location, multi-union collective bargaining situation. Most of the twenty-one bargaining units are represented by OCAW, UWUA (Utility Workers), or District 50 (now Steelworkers). As Labor Relations Coordinator, the primary interface was with the Labor Relations Managers and/or Employee Relations Directors of the Operating Groups, monitoring developments and providing guidance in respect to a wide range of Personnel, Labor Relations, and Employee Benefits activity and problems affecting bargaining unit employees. Preventative labor relations is an important aspect of the function, with particular emphasis upon countering organizing attempts and maintaining non-union operations within a substantial, unrepresented segment of the workforce.

#### Specific Activities:

- participate in the formulation of labor relations policies/controls.
- coordinate management position in respect to issues of inter-Group or System concern.

- provide guidance in respect to the preparation for and conduct of labor contract negotiations, including the application of pertinent Wage Stabilization regulations; develop contract language, including special requirements, such as Pay Board Contingency clauses and sliding date stipulations.
- provide guidance in the areas of grievance handling, labor arbitration proceedings and NLRB proceedings.
- develop preventative labor relations strategy; formulate
   Company game plan and employee communications in response
   to organizational activity.
- identify the labor relations considerations and ramifications associated with proposed acquisitions and start-up of new facilities, and recommend appropriate structuring in respect thereto.
- analyze specific significant labor relations problem situations and develop alternatives and tactics for problem resolution.
- monitor various informational sources to identify significant trends and developments, e.g., key settlements, court and arbitration decisions.
- conduct surveys and research projects of a labor relations and labor economics nature.
- provide guidance in matters related to compliance with EEO, OSHA, FLSA, and ADEA regulations.

- review proposed modifications of various Personnel policies and procedures; draft or review sensitive employee communications.

## Employment History: Plant Level Experience (7 years)

Employed for four years (1963-1967) by the Engine and Electronic Divisions of Curtiss-Wright Corporation, progressing from Labor Relations Representative to Director, Personnel (Electronics Div.) reporting to the Ceneral Manager. Was Chief Spokesman in labor contract negotiations and in Grievance Procedure and in charge of total Personnel function, plus plant security. Supervised twelve employees. In addition to the Labor Relations activity, responsibilities included:

- recruitment and placement at all levels.
- plant protection and classified document control.
- management training and development.
- administration of Safety program, including In-Plant medical facility.
- employee benefits administration and various personnel services.
- wage and salary administration.

Unions dealt with at Curtiss-Wright were IAM, UAW and OPETU, which represented hourly and/or clerical/technical employees.

From 1960 to 1963, I was employed in a Personnel generalist capacity at the Perth Amboy (New Jersey) refractories manufactur-

THE MARK GROUP, 31 TURN-OF-RIVER ROAD, STAMFORD, CONNECTICUT, 06905 (203) 322-4363

483A

March 1, 1973

Mr. Robert C. Thompson Manager of Manpower Placement Olin Corporation 120 Long Ridge Road Stamford, Connecticut 06905

Dear Bob:

Mr. Karl (resume attached) looks made to order for Olin.

He has declined to relocate to West Virginia, and his principal is aware that he is seeking another position because of this.

If you have any interest, I would be glad to inquire about earnings and anything else you may wish to know. I will give you a call in a few days to accertain your interest.

Sincerely,

Bell

C. William McDermott

CWM/1cs

Enclosure

Defendants' Exhibit 4

- 484A A

Woodside, New York 11377
February 9, 1973

Wr. Mather J. Lawlor
Vice-President, Employee Relations
Gulf and Western Industry
1 Gulf and Western Plaza
New York, New York 10023

Dear Mr. Lawlor:

I am looking for employment in the field of personnel, training and organization development. In the hope that we can be of mutual benefit to each other, I am enclosing a copy of my resume.

Thank you for your consideration.

Sincerely,

PHILIP KAWESCH

"113 Se oray Linki called

STOILE SE SE STOIL STORE RELATIONS

# PHILIP KAWESCH 58-64 43 Avenue Woodside, New York 11377 Phone 779 4907

SUMMARY: A man of 29 years of age with a B.A. in Social Science from Michigan State University, and M.A. in Sociology from the University of North Carolina, eighteen credits beyond the Masters in counseling and psychology, and over four years of training in human relations at the Metropolitan Community of Psychotherapy. Professional expertise includes: supervision, training evaluation, job planning, program development, social research, interviewing, teaching, sensitivity training, individual and group counseling, and use of community agencies.

#### JOB EXPERIENCE

Manpower Development Training Adult Training

Counselor (Feb 1968 to Nov 1972). Responsible for the overall coordination and monitoring of trainees program and the administration of their personnel records. This includes training analysis and evaluation, performance evaluation, and program development. Conducted individual interviews, group orientation and counseling sessions. Ran staff training and sensitivity groups. Conducted individual counseling for assistance with personal, vocational and academic problems.

Scientific Resources Inc.

Consulting & Training

Supervisor of Counseling (Aug 1967 to Jan 1968).
Responsible for the development of a new counseling-testing unit, which included writing policy and guidelines, and hiring staff. As such, the duties of the position were supervision, program development and evaluation, counseling, psychological testing, research, curriculum development, administering and conducting staff sensitivity training sessions.

University of North Carolina

Higher Education

Teaching Assistant (Sept 1965 to June 1967). Assisted in college teaching, research, test construction and grading.

Michigan State University

Higher Education

Resident Assistant (Sept 1964 to June 1965) Provide students with en-site orientation, academic guidance, counceling, and student government advisement.

#### PHILIP KAWESCH . . . . 2

#### EDUCATION

| Metropolitan Community<br>for Psychotherapy | Human Relations | 1968-73     |      |
|---|-----------------|-------------|------|
| Hunter College                              | Psychology      | Fall 1969   |      |
| St. John's University                       | Counseling      | Spring 1969 |      |
| University of North<br>Carolina             | Sociology       | 1956-68     | М.А. |
| Michigan State University                   | Social Science  | 1961-65     | B.A. |

#### AWARDS

Teaching Assistantship, Sociology, University of North Carolina, 1965 to 1967.

South Campus Man of the Year, Michigan State University, 1965.

#### OTHER INTERESTS

Organize and presently negotiator for the MDT Chapter of the United Federation of Teachers.

Composer, organist, and singer with rock band "15 East".

488A

February 20, 1973

Mr. Philip Kawesch 58-64 43 Avenue Woodside, New York 11377

Dear Mr. Kawesch:

I would appreciate it if you would give me a call relative to a recruiting assignment, which may be of interest to you. I can be reached during the day in New York City at 333-7120.

I look forward to hearing from you.

Sincerely,

C. Welliam mcklerwatt

C. William McDermott

489A

February 26, 1973

Mr. Robert C. Thompson Manager of Manpower Placement Olin Corporation 120 Long Ridge Road Stamford, Conn. 06905

Dear Bob:

For your consideration for your Management Sevelopment Specialist. attached is the resume on Mr. Philip Kawesch.

I have spoken to Mr. Kawesch on the telephone and suspect that he min's be a minority member, although you could not tell from his speech. As a matter of fact, he speaks well and had a rather good telephone personality. He told me that he was "fired" for political purposes and is currently fighting it out with the union. Even it he is successful, he feels that there is not much future in this kind of activity with the Nixon phase out. He was earning \$13.000.

While most of his work has centered on gatting adults out of the ghetto, he has worked also with entry type executives in prior assignments. He is also qualified by his degrees, and some of the principles and practices that he has used for the disadvantaged could be applicable to the corporate environment.

I will call you in a few days regarding this and to otherwise bring us up-to-date.

With kindest personal regards, I am,

Sincerely,

C. William McDermott

Kawiseh 490A MOTA Federally funded project under Brdg Edu auspicis nov-1972. Reliased. Fired. Political. Fighty it wills uneon, \$13,000. Single: Adults out of Shetto · Counselvy . Nixon phasing out . Human Resources michigens - had mile of corp, types, could not understand it be a get his resume - really wanted to have could not understand in the 2 get his resumme - person muchus the many many

Defendants' Exhibit 5

(See following page)

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Defendants' Exhibit 6

(See following page)

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THE MARK GROUP
31 TURN-OF-RIVER ROAD
STAMFORD, CONNECTICUT
06905

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497A

ERT J. Sushée
& ASSOCIATES, INC.
PERSONNEL CONSULTANTS

300 SIXTH AVENUE BUILDING PITTSBURGH, PENNSYLVANIA 15222 412/471-5750

EXECUTIVE SEARCH DIVISION

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& ASSOCIATES, INC. PERSONNEL CONSULTANTS

498A

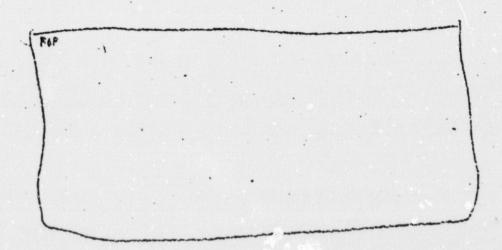
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EXECUTIVE SEARCH DIVISION

EXECUTIVE SEARCH DIVISION

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300 + 300 envelopes
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et J. Bushée

& ASSOCIATES, INC.

PERSONNEL CONSULTANTS

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300 SIXTH AVENUE BUILDING PITTSBURGH, PENNSYLVANIA 15222 412/471-5750

XECUTIVE SEARCH DIVISION

THE MARK GROUP
31 TURN-OF-RIVER ROAD
STAMFORD, CONNECTICUT
06905

Defendants' Exhibit 11

#### MCAWARD ASSOCIATES, INC.

INVESTIGATIVE CONSULTANTS
420 LEXING. ON AVENUE
NEW YORK, N. Y. 10017

682-5081

503A

April 24, 1973

LAWLOR, MATTHEW J.
MC DERMOTT, C. WILLIAM,
MARK GROUP, ET AL

M-143

#### I. BACKGROUND OF INVESTIGATION

In late March, 1973, during a routine after hours accurity check of the G+W offices we came into possession of certain hand citten notes and documents which trace a series of conflict of interest relationships between employees of Gulf + Western and certain outside management recuitment and personnel businesses which they are helping to create and operate.

The G+W employees principally involved are:

Mr. Matthew J. Lawlor, Vice President for Employee Relations,
Mr. C. William McDermott, Manager, Manpower Planning and Devlopment, and, to a lesser and presently undetermined extent,
Mr. W. Richard Boester, Director of Personnel.

Both McDermott and Boester report to Lawlor.

The outside firms are:

The Mark Group, 31 Turn of River Rd, Stamford, Conn., 203-322-4363

Mark Communications (same address and telephone number as Mark Group)

Group One & Careers America, Inc. (same address and telephone number as above.)

31 Turn of River Road is no more than the private residence of a Mrs.

Carolyn Abbott. She operates Abbott's Telephone Answering and Business

Service Company and apparently handles all telephonic messages for these
companies. The s not an office building. In addition, Mrs. Abbott

forwards all of the Mark Group and Mark Communications mail to another

address, that of a Stephen Markham of Studio Road, Stamford, who appears

to be engaged in sports advertising and publicity. More detail on Markham
is set forth below.

The original investigation which gave rise to the security check revolved around potential leaks of intra-corporate information to the media, including the Gallagher "Presidents Report." One of the handwritten documents that came into our possession contained the word "Gallagher". (1) On the basis of this point, while inconclusive as to the source of the leak, we proceeded with our general inquiry which led into the interconnection between Lawlor, McDermott, Boester and the Mark Group.

#### II. THE DOCUMENTS

These are contained in the following pages. We urge the reader to examine tham. While many of the notations are fragmentary, there are numerous entries in the handwriting of Lawlor which set forth organizational charts, staffing & compensation arrangements under the general heading of "MJL Enterprises." (2) These boxes establish a group of companies under MJL Enterprises in which Lawlor would become Chairman, Boester, President, and McDermott, Executive Vice President, along with

<sup>1.</sup> Exhibit 5

<sup>2.</sup> Exhibit 9 in particular

one or two "Equal Employment Opportunity" consultants, now employed by G+W, as employees or consultants of the new Mark Group. (Norman Landry is one such consultant to G+W, and also appears as a consultant to the Mark Group.)

In addition, there would be a relationship, possibly on a 50-50 basis between another entity headed by a Lee Zetlin, who is a vice president of Careers America, Inc., a Stamford personnel firm which has been recruiting for G+W.

According to the documents the timetable calls for: 1) The creation of the Mark Group; 2) Boester to leave G+W, with "severance pay" to go to the Mark Group, such severance pay to be used to help Mark Group start up; 3) Boester to take draw and expenses, 4) McDermott to provide recuitment "leads," 5) McDermott to join Mark "as it takes off;" 6) Mark would merge with another firm; 7) Landry, the G+W EEO consultant would become affiliated with Mark. (3)

The document also contains a notation that David Biondi, a former employee of G+W Tax Department, who resides in the Stamford area, would be general counsel of MJL Enterprises. Biondi is now employed at Raybestos-Manhattan as tax counsel, after serving G+W in the compliance branch of the tax department in Stamford. In the course of his duties, Biondi dealt directly with various IRS Agents on G+W tax audits. Further inquiry might substantiate that Lawlor placed Biondi in his new job.

<sup>3.</sup> Landry is allegedly a consultant on retainer to G+W

Another document in this series contains a number of entries which could deal with proposed compensation - that out of "50", Frank would get "1"."

Bob "15," and MJL "25." (4)

#### III. FURTHER INVESTIGATION

Based on the leads from the foregoing and other documents we proceeded to develop the following information that traces the relationship between the G+W personnel and the Mark Group. These activities support much of the documentation that a series of private business entities are being created outside of G+W by G+W personnel.

#### A. The Mark Group

Bank accounts As reported above, an executive recuiting firm known as The Mark Group is located in a house at 31 Turn of River Road in Stamford. A companion firm, Mark Communications, is located at the same address with the same telephone number. It is unclear, at our present stage of investigation, as to the scope and size of Mark.

What has been uncovered to date is that: a bank account has been opened for both firms with the Union Trust Company, Elm Street Branch, in Stamford, Conn. The authorized signator on both accounts is C. William McDermott, G+W\*s Manager for Manpower Planning & Development.

The bank has had the accounts since March, 1973, and the Mark Group has an average balance in low five figures. Mark Communications has had an account there since March 1973, with a current balance of low three figures.

<sup>4)</sup> Exhibit 8.

<sup>5)</sup> See Exhibit 4

#### THE RESUMES

A search disclosed the existence of several resumes for the Mark Group typed c a machine used by McDermott's secretary at G+W. (6) Some of the resumes bear the logo of the Mark Group. (7) One resume bearing the note "LTR-102" appears to cover Robert T. Lardon, G+W's Director of Purchasing, although he is not identified by name. (8) Another resume bearing the Mark Group logo covers a specificiation for an "administrative personnel manager." (9) (See Exhibit 18) A draft letter to the Olin Corporation with a Mark Group logo and typed on McDermott's secretary's typewriter indicates that the Mark Group may be also reruiting for firms other than G+W. (10)

#### THE TELEPHONE CALLS

Mail for the Mark Group is forwarded by Mrs. Abbott to a Stephen Markham of Studio Road, Stamford. (Mrs. Abbott runs the telephone answering service used by the Mark Group) Markham's telephone number is 203-322-9810. A limited sample check of G+W telephone call toll slips shows that a number of calls have been made to this number from Lawlor's G+W number. Even more frequent calls have been made to that number from McDermott's phone. (11) The McDermott calls were made with almost daily frequency during February, 1973.

#### B. CAREERS AMERICA & GROUP ONE

As noted above, Careers America and Group One use the same telephone number as the Mark Group. Careers, of 95 Morgan Manor, Stamford, is a Delaware corporation doing business in Connecticut since 11/25/70. Its vice president, Lee Zetlin, resides at 71 West Trail, Stamford.

<sup>6)</sup> We conducted a detailed typewriter sample analysis and it is clear that such resumes were in fact typed on McDermott's secretary's typewriter at G+W.

<sup>7)</sup> See Exhibit 2, for example

<sup>8)</sup> see Exhibit 2

<sup>9)</sup> See Exhibit 18

<sup>10)</sup> See Exhibit 16

GAW has given Careers some business in recruiting. (We have been informed that some \$11,000 in fees have been paid in 1972.)

In addition, Zetlin appears on one of the Lawlor documents as a possible 50% owner in the Mark Group of companies.

It would be inter in to examine the possible relationship between Zetlin and Lawlor it a view towards determining if any rebates are involved.

## C. MARK COMMUNICATIONS - STEPHEN MARKHAM

Exhibit 14, a handwritten rough draft prospectus signed by Stephen C. Markham designed to promote sports advertising was found in the G+W personnel office.

Possibly, this might be an item that Mark Communications could be involved with.

As noted above, mail for the Mark Group is directed to Stephen Markham at Studio Road, Stamford. There are a number of calls to Markham from Lawlor and McDermott. (13)

## D. USE OF MAYFLOWER HOTEL BY SINGING GROUP

During the course of our investigation the following information was discovered. G+W maintains several rooms at the Mayflower Hotel for the convenience of its employees. (14) The management of the hotel was upset several weeks ago over loud partying or group auditioning going on in the G+W rooms. When interviewed by us, the assistant hotel manager said that he could not identify the group "but the leader, or one of

<sup>12,</sup> See Exhibit 9.

<sup>13)</sup> See Exhibit 15.

<sup>14)</sup> Such rooms are normally controlled by the G+W personnel department.

the guys...there were several of them, was named William Williams...I think that Mr. Boester or his boss was trying to get Paramount Records interested in them..."

#### SUMMARY

The Lawlor handwritten documents, unless otherwise explained, are evidence of a course of conduct that would create a series of private businesses outside of G+W, which would in an undisclosed manner, perform recruiting services for G+W and other companies. These businesses would be personally owned and operated by Lawlor and other present or soon-to-be former G+W personnel department officials, and expenses would be borne by G+W from severance pay given to Boester. In the course of time, G+W personnel department officials would leave G+W to staff these entities. Present G+W officials, including Lawlor, would then funnel business to the companies.

A series of specific acts has already been undertaken towards this end. Staffing assignments have been made. Bank accounts have been opened by a G+W official and one of them contains a low five figure balance. Telephone calls have been frequently made to the private principals of the group by G+W personnel officers. Resumes of current G+W employees have been prepared on G+W time with G+W machines and facilities for the Mark Group, and none of this appears to have been undertaken with the knowledge of senior G+W management. The group is so far operating out of a telephone and mail drop in Stamford, with the mail being forwarded to still another Stamford address.

#### QUESTIONS RAISED

The documents and the resulting investigative work raise the following questions:

- 1. Is the Mark Group a privately-operated and owned firm dominated by Lawlor and McDermott through which Grant siness will be or is bein an aneled for the personal benefit of those employees?
- 2. Are the private benefit of Lawlor and McDermott?
- 3. Are Law or et al therefor engaged in a damaging conflict of interest as a result of their Mark Group activities?
- 4. Is it a violation of company policies or professional standards of executive judgment to have such a group established without proper disclosure to G+W management?
- 5. Can G+W severance pay to Bocster be diverted to help launch the Mark Group, with the amount of such pay being determined by Lawlor?
- 6. Are there further plans to enlarge the Mark Group to encompass other G+W related activities, such as leisure time or communications?
- 7. Is the proposed staffing of Mark by G+W personnel depriving G+W of their services (e.g. McDermott)?
- 8. Are there any kickbacks or illegal rebates involved from Mark to G+W officials and do those extend to other recruitment activities supervised by the same G+W officials?

Our work to date is still not completely conclusive of the conflict of interest problem. Absent a confrontation with Lawlor it is possible

to conclude that their course of conduct is innocent.

Moreover, careers are involved that could be seriously injured if action is taken before all the facts are developed.

While all signs now point to serious breach of ethics and conflict of interest, contrary evidence could be developed to cast these issues in a new light.

Therefor, we recommend that senior management interview the personnel involved on the basis of the evidence so far developed and then act in accordance with the full facts.

Alternatively, we could pursue our investigation, particularly awaiting Boester's expected retirement, the shift of his severance pay, and further recruiting activities by Mark.

Victuel out of water 18/2 512A WRB Bill McDermott MONTHLY ACTIVITIES REPORT - FEBRUARY 1973 -Provided job counseling, reassignment ervice and/or dehiring service to: Philip Schwartz - Competitive Analyst, Mfg Optns William Sharp - Ass't Controller, Systems-Eastern Optns Michael Plouf - Manager, Fin An, Corp Fin & Investor Rels Robert Yeager - Director of Mktg, International Martin Carmody - Ass't Corporate Credit Manager Vincent Calkus - VP Engineering, Bliss Egerton Hamilton - Accounting Control, Paramount Muriel Dunlop - Director of Public Relations, Polly Bergen

Richard Cooney - Controller, Athena Harry Rice - Personnel Manager, Ocram

Charles Brady - Contract Management, Swarthmore

-Continued to work on Executive Profiles and Management Resources files.

-At request of VP-Employee Relations conducted two courtesy interviews, including job counseling and guides for obtaining a position.

-Worked on two confidential executive searches.

1cs/3/26/73

LTR - 102

513A

#### Summary of Qualifications

Currently Corporate Director of Purchasing of a major multi-diversified corporation with heavy administrative and functional responsibilities for procurement of \$650 million annually. Also responsible for corporate vehicle leasing. Twenty years experience ranging from field engineer to buyer, purchasing agent and assistant manager of procurement for a major division to corporate director of prent Experienced in all areas of general procurement, policies and procedures, cost reduction programs, purchasing manpower evaluation, forecast and long range planning and complex negotiations. Accustomed to dealing with management on highest levels. MBA, BS in CE.

#### Experience

## 1955 to Present: Major Multi-diversified Corporation

## 1967 to Present, Corporate Director of Purchasing

As the Department Head, supervise 5 professionals and have functional direction of purchasing in all divisions with annual purchases of \$650 million.

Responsible for the formation of the corporate purchasing staff and development of written policies and procedures applicable to all divisions. Establish methods for monitoring purchasing performance throughout divisions and for reorganization of purchasing operations where necessary. Administer various types of cost reduction programs tailored to individual needs of divisions. Organize committees for dealing with critical commodities and assist in forecasting key commodity price changes. Negociate agreements for corporate wide application and review major capital expenditures, including engineering construction, power and natural gas contracts.

Also responsible for Corporate Vehicle Leasing Department which negotiates and administers contracts covering \$12 million annually for cars, trucks and material handling equipment.

In addition perform special assignments such as acquisition evaluations and development of the Corporate Product and Services Guide and serve as a communications center, representing the Corporation to all suppliers and customers.

# 1962 to 1967, Assistant Corporate Manager of Purchasing, Multi-Plant Subsidiary Co.

Major responsibilities for plant conformance to purchasing policy and for contract negotiations. Determined what materials were to be negotiated and purchased from staff headquarters and what were to be handled on a decentralized basis. Fostered innovations at plant levels such as, systems contracting, stockless inventory and supplier evaluations.

During two year period 1965-66, had responsibility for negotiation and administration of the major portion of a \$30 million construction program involving the coordination of several construction firms.

#### 1961 to 1962, Purchasing Agent, Commodities & Engineering Division

Supervised procurement for major commodities; responsible for purchase engineering functions, cost reduction and inventory control programs. Negotiated capital equipment, exploration and utility contracts; purchase responsibility, \$15. million annually.

#### 1955 to 1961, Staff Buyer

Served in various buying assignments including purchase of chemicals, steel, rubber products, packaging materials and non-ferrous metals. Assisted purchasing engineer in evaluating engineering and equipment purchases.

#### 1953 to 1955, Construction Engineer, Port of N. Y. Authority, New York, N. Y.

Performed as field engineer during development and construction of third tube, Lincoln Tunnel, N.Y. Also participated in construction activities at other Port locations, such as, Kennedy and LaGuardia Airports and Hoboken, N.J. piers.

#### 1950 to 1952, First Lieutenant, United States Army

Served as a platoon leader in the United States Infantry and as a staff officer on firing ranges, Fort Dix, N.J. Served in Corps of Engineers as acting company com. ander in aviation engineering battalion in Europe; overseas service approximately one year.

### 949 to 1950, Construction Engineer, M.L. Oettel Co./Psady & Co., New York, N. Y.

Performed as assistant engineer and as superintendent of concrete arch construction on various structures in N.Y. Projects consisted of high rise apartments and office buildings.

Education: B.S. in C.E., 1949

M.B.A., 1959

Personal: Born - June 22, 1928, Ht. - 5'9½", Wt. - 165 lbs.

Excellent health Married, three children

References furnished upon request.

MARTIN G. CARMODY, JR. 830 70th Street Brooklyn, N. Y. 11228 (212) SH8-5785

**APERIENCE** 

Gulf+Western Industries, Inc., One Gulf+Western Plaza, New York, New York 10023

October 1972

to

Present

Assistant Corporate Credit Manager - Responsible to the Director of Credit, Gulf+Western Industries, Inc. for the supervision of line credit departments in the Industrial Products Division (heavy equipment), Polly Bergen Company (Cosmetics), Food Products Group, Forest & Paper Group, Paramount Pictures Corp. and direct administration of the Corporate Foreign Inquiry Program.

As a staff member, conducted periodic on location review of receivables and procedures of the assigned line credit departments and reported their status to corporate management with recommendations for improved performance; functioned as line credit management as required; maintained interim corporate support contact with the line credit departments; prepared financial analyses of major debtors as requested.

As administrator of the Corporate Foreign Credit Inquiry Program, was responsible for timely credit recommendations on foreign accounts as submitted from G+W operating units.

Ingersoll-Rand Company, Tool & Hoist Division, 28 Kennedy Blvd., East Brunswick, New Jersey

Division Credit Manager - Responsible directly to the Division Controller for the credit and collection function of the division's \$40 million annual sales and leases in the industrial tool industry.

Specifically, coordinator of the Customer Service Manager contact and A/R responsibility reporting covering a 4 warehouse/20 branch nationwide network through the direction of six professional and two clerical employees as well as supervisor of a seven member Accounts Receivable Department in matters related to cash application; identification and codification of disputed items and investi-

gation of customer accounts.

June 1971

September 1972

Accountable for the development and implementation of departmental policies and procedures supporting recent divisional establishment; charged with the development of E.D.P. Systems as they relate to the Credit and Collection/Accounts Receivable departments and the education of the user personnel; responsible for the liasion with both external and internal auditors and the results of their reviews; responsible for the extent and content of Reserve requirements as related to Bad Debts; publication of the monthly Aged Trial Balance; reconciliation of the Accounts Receivable Turnover Projection report and Lock Box Receipt reports.

## Borden, Inc., 350 Madison Avenue, New York, New York

Corporate Loan Administrator - Head of department which is responsible for the management of the entire corporate loan portfolio approximating \$40,000,000. These are assets other than accounts receivable. Responsible to the Director of Corporate Credit for the functioning of a staff of two professional and two clerical employees; directing the negotiation, financial analysis and review of finalized loan arrangements in the Foods, Dairy and Chemical industries. Coordination of the multi-divisional field activities and banking relations to achieve these arrangements and establishment of departmental operating and accounting systems with attendant status reports and performance evaluations. Preparation of special studies on divestitures, mergers, acquisitions, and accounts receivable financing.

Credit Administrator - Responsible for the credit and collection function covering 1,600 active industrial accounts in the foods and consumer chemical fields. Staff of six clericals.

William Iselin & Company, Inc., 357 Park Avenue, South, New York, New York

Creditman - Responsible for the credit and collection function of approximately \$33,000,000 of factored sales concentrated primarily in the men's retail apparel field; additional exposure in household furnishings' field with a sales concentration of jobbers, discounters and wholesalers; through Management Training Program performed in every capacity of the factoring business; three years as company's representative to the Factor's Retail Credit Group, an industrywide

information exchange program and served two years in the capacity of Group Secretary. Staff of three professionals.

U.S. Navy Ensign - Lt. (jg.) Officer's Candidate School; District Intelligence Office, New York, N.Y. - as Agent and Assistant Intelligence Program Officer; Duty Officer-DIO-3ND; Duty Officer - Commandant Third Naval District; Commandant's Aide to Visiting Foreign Officers; Physical Evaluation Board.

Mt. St. Mary's College, Emmitsburg, Maryland Bachelor of Science - Economics, June 1958 Major - Economics -- Minor - Sociology

New York University Graduate School of Business - completed 16 hours in Accounting and Financial Management courses.

Born 1937, Brooklyn, New York Married - four Children 6'0", 185 pounds Excellent health

Available upon request.

May 1969

to

June 1971

March 1962

to

May 1969

July 1958

to

March 1962

EDUCATION:

PERSONAL:

REFERENCES:

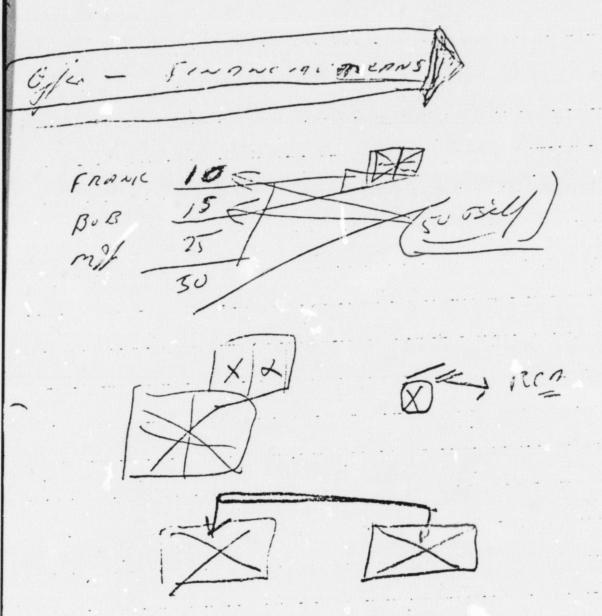
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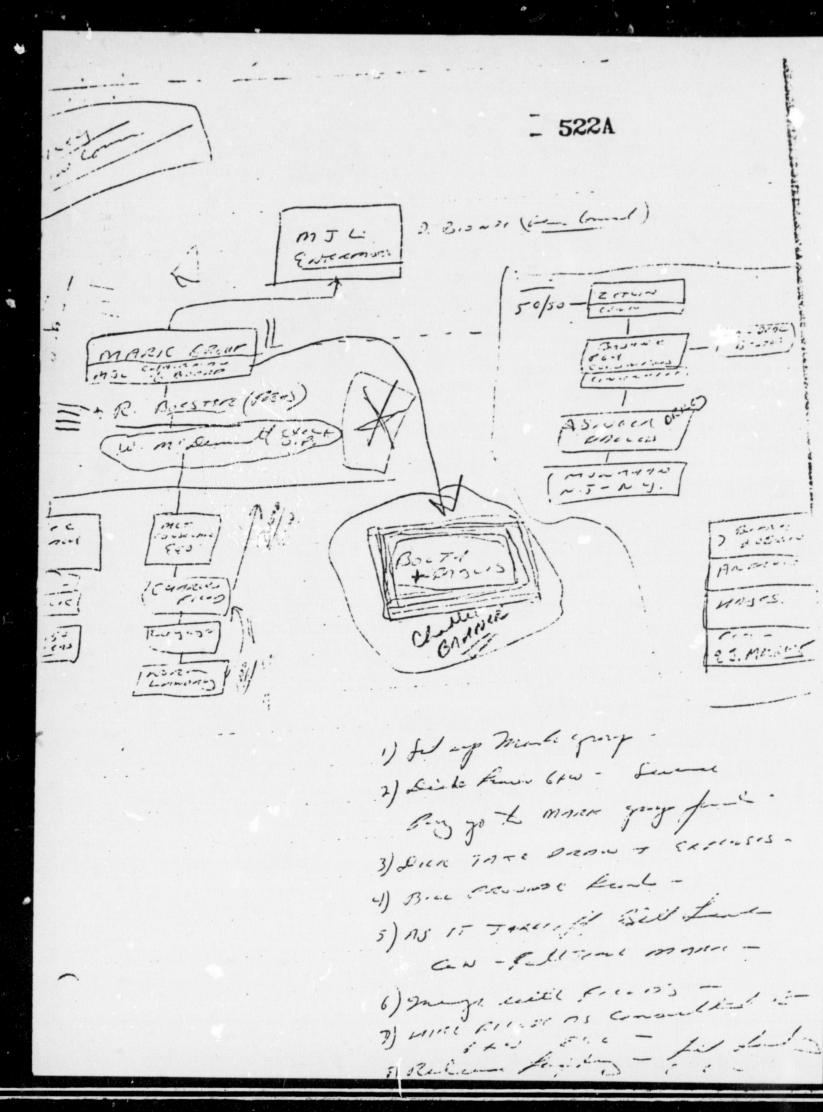
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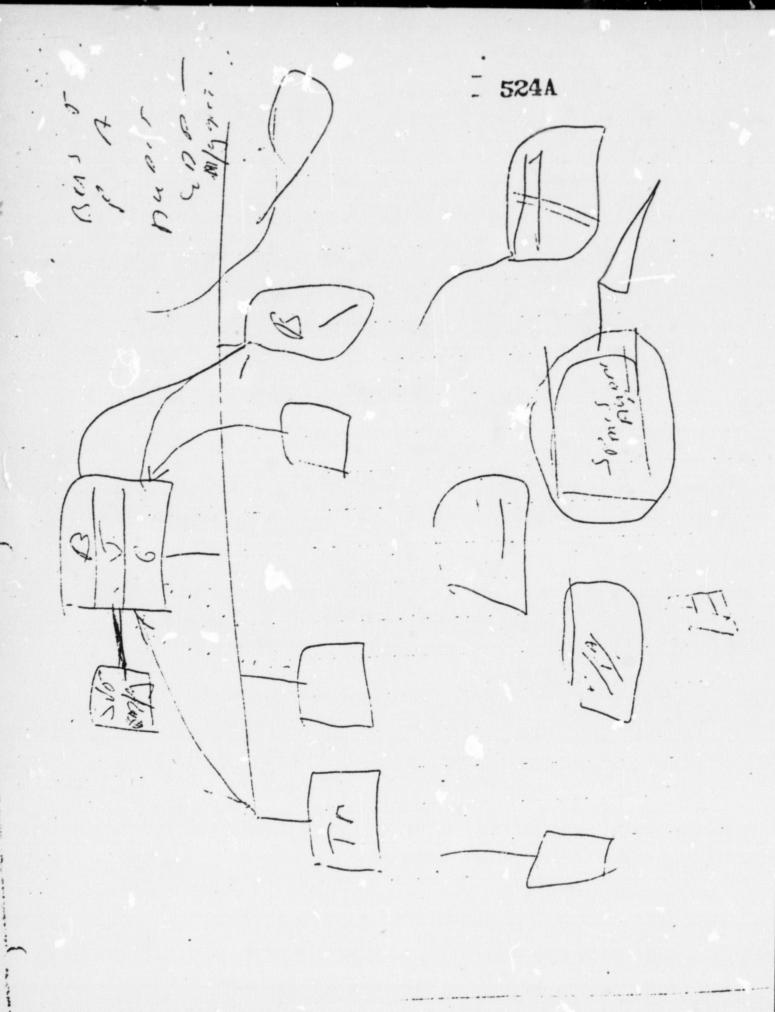
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CENERAL MARKETING SALES PLAN
PREPARED FOR

PROFESSIONAL SPORTS PUBLICATIONS
ANDREW J. 600 DAMAN
PRIS IDENT

GY

STEPHEN C. MARKHAM

- 528A INTRODUCTION: There are over 300 million perial arlissions to mujor spending events in the Virtuel States. Tooling more than ever our National Partine is spent events-The numbers of profession teams in all sports combined he doubled in number. It is a fact that construction of plan spents pulme's Can't with up with the red. The Nycfa example - pictra prafferind efant - anyone and awners will fell you they could "fill the house if it were track the present sige. The fact is STOTETS Parkersial Sport means big trimers on a antimal s'total Next onte, is this a. More people spend more money of

Market Retide - name a better and Mr. Mr. SPORTS FAN - have a purching power unequed anywhere else is the world - they asserink thise purchased Att whis a CASTON Shorter to buy customer list - the the WHO SPENDS THEIR DULLARS LOCALLY. The total dealer of products or service benefits tog through Association if you will with the Buthakional Mane Adul in lack an every issue. The tocal stilling has the standing Exposure, in Class
publication afford read be local
publication afford read be local

CAN VETTION - 530A (3) IN REALITY OUR PROFESSIONAL SPURTS PUBLICATIONS competition for advertise bellars in the Speciment Country Count Wasteful HS Follows OTHER SPURTS PUBLICATIONS or livel TEAN FRANKISE LOCAL MENSPARENS Overly general stander Sip what as commically defined at white - little it and, the TEAM thus producing King poor vertention or pass slong Value\_ No fie-in with the NATIONAL ADVITISIER dollars - Mich Local RADIO & TV SPADES" PLUS COSTS/FER time of Exposure VERT HIGH

CUBLEM (LUCAL & VEGIONAL) (4) = 531A How does PRIFESSIONNE Sports Poblish apture- a large share up fortential Shend's in the land for the land business of it stongs now PSP 15 dairy business in NYC, Bester, Clarles and Detroit with the Potential of such Cother arees as Mismi, Aflanta, Clintinanti, Della, Houston, Denie. LAS Anglis, San Fraguessa etc. Critical to the SAles Success in Securin the Ad dellars is time - - - May to Aug.
saturation is a most. This coulded with Limited budget will fut eleminated the USUAl or Accepted norms for use of the or company refuser.

EREATE and implement a NEW, NOVATIVE MARKETING & SALES ASTROBUL. 7 PLAN WITH FLEXIBLE OPTIONS STOOD into being by the step by steps success or weed to Adjust and modify. A SMACL CONSINTERTED DIRECT MIGIL THEPLAN royun to key Local Recounts in the Cities some time of chenchin. An Example might be the local Botch dealer who can fie - in with the ratial account. This direct mail chould have the afference of a personal framostic concinient directed to a specific modelle - peresident or owner - with Short eyestern Detrutages etc. In co-operation with the owner processed If the Local Sports Franchise lists can be to as well as other pertint information beneficilto

This cor-aperation shall be easily (6)
whis cor-aperation shall be easily (6)
altined as it means profit for the franch Along these same lines a co-of booster Sticker program might be implemented - anathing Hay of identify or associating with the lecal Idvantages in a co-of give Away, or award contest - such as two free flekets to Next welks gave chosen by the fans as Adophilik. - Tichete purchaculat an solutions place of Basiness 1/2 price etc. Allere These are somewhat general propressional ideas but can be gone in to detail upon the B Regulated Scriffersional Sports Published promise Pollouse Ads in the Various publishes promise the local solventing soluntages etcs Here!

SALES - the market is there we've made the local pointing aware of his potation the market place - non how do we bring fin's STATED, MY RECOMMENDATION has Alternitives and is expressed here in more general terms because all af the farticulars with not readily at Land tend the problem somewhat the SYSTEM'A" powernount USE OF AGENCY NEWS ORGANICATIONS\_ EXAMPLE: ONE SUCH ORGANIZATION DHAVE HAULEDGE 01= HAS SALES OFFICES IN NI LESS THAN SEVENTEEN (17) MAJOR CITICS - EACH OFFICE HAS ANYWHERE FRE 3 to 5 SALES PEOPLE, PSP Steered their SERVICES - OVERNICHE A NATIONAL CHAIN OF LOCAL ADVERTISION CAFFILLS is Puting Monthson - THESE ARE LOCAL SALES Pleple who are in daily contact the personally & vin place with the business Aditions. THEKE NO "NEW GUY IN town "Stigma - this person is then to the local

seene TSP would further (5) benefit regard the future cities it hopes to publish in. There is the motor ( herift to balk parties regard fine - Mayte Aug. - is Vacation fine - the boal solution ha more time to spend an his marketing probability plans - These jourtailor refs have more francisco. Sill inchen schurtage is comfeministrations can

and by said references to the first larger and the Tasentin Costs with PSPo Cenerally the afect mentioned plan answer and series the forest possible and the lowest possible cash over head to the yet producing increased cash Flow and prefit my executive of this plan the strengt of this plan in Charge of this plan who can motion negatiate, direct and sell. He will be active in the field while planning the west direction or mester to recensury to the Corporate goals a growth with

Continuing - this plan is flexited enough so as to Allow with future growth perhaps a fear (ar too) Two Add trind confuny min Field manages who would Telperhops manage directly those reps in the selling of those accounts an deemed house accounts. The focal ad sell has a move person or follow "affronch than the national ail seen the person doing the celling is not the suplishented fouty former "he's more of A know yeardist entity. His money listant lusines, recreational, econo and pullful convenient is LOCAL - their secretal as a free president Sacrimin helping Shim Vaite the Flow of Local dullines.

1.457EM-B \_ 537A stated that a At the outset we started New the sind in five states files My personal vecementation of plan nes veded. to fining, promotional i ecomonie factions
at this time is the use of FIFTE SYSTEM However, with much considered Hanglet vegand PSP's particular proble and the advantages of the SPECTACULAR on New plus the Affect of Afritty Girl "System in the fortune & long. Jerm might wellte thee plan. I will only sunneringe at this time frankly because Dhave not the so Commissione to develop as implement such a plan - So here then is a farte up horney - properly, devel

could produce the profits i growth! TAKE THE SAME MODUS OFFICEURDI make the changes plecenery to fit PSP's weed and D know it'll spell success. Therese pute that last underlined Statement - The SACE OF ADVERTISIONS
SATURDAD FOR THE SACE OF ADVERTISIONS
SELLARES D' HAVE FRONTERLY & SEVERAL Similar Situations IN Adultsing sales at land levels that are Astorney FUR the the Injet I receive is a) FAR Lass form over 6) (vect determiniton é dedication c/ Almost aboubled re-Neurls d) grender profit due to lesser comission (or salary) 2) Overall general Magnit problems

Juli islen in the electronice componeds field may be for fetched - but gentle.

in broad general-Appeal 'solverting area

PSP is IN — it is Now northing elsen en. With the Ancessary time to promoté à Récavit this affronch Could prove another AVON success. TEKHEN C. Illancisian

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| 930 MILENTOWN | PA 215 43<br>PA 215 43<br>PA 215 43<br>PA 215 43<br>PA 215 43<br>MICH 213 35 | 6771 167<br>3 6771 119 | 71572 71J | B B B B B B B |

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| 930 DENVER COUN 203 646 3400 65 21535   |      |
| 811 MANCHESTER CONN 223 322 3050 77 81745   |      |
| 811 STAMFORD COMM 203 646 2420 65 31426 014   |      |
| 814 MANCHESTER COMM 41 2 561 6377 07 21636 713  |      |
| 814 PITTSPURGH NV 3.5 463 841 123 31638 718   |      |
| 8140SYRACUSE NV 323 322 3053 50 51630 113   |      |
| 817 STAMEORD CONN 203 222 3050 57 4.123 011   |      |
| 818 STAMFOOD COM 200 200 3050 64 5 220 223  |      |
| . 818 STAMEORD CONN 203 332   |      |
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| PAGE 670 BULLING 23 7000 2 FALLING 333 4753 9-04-72   |      |
| - HAVEN CONN 203 286 1328 50 115 611  |      |
| 821 NEW HAVEN COMM 201 164 2055 30 11645 CTJ  |      |
| 121 WEST WOOD NJ 201 166 1241 1745 261,044 11 J   |      |
| 321 DENVER COLD 315 601 5704 55 31542 01 J  |      |
| 871 RETHLEHEM PA 201 333 3000 17 21606 01 J   |      |
| 821 JERSEYCITY MJ 200 3050 100 81630 713  |      |
| 423 STAMEDOD COMM 200 000 1754 100 22040 001  |      |
| 822 HINSDALE ILL 300 6251 360 101042 011  |      |
| 022 MEMPHIS TENN 125 81402 713  |      |
| 827 RETHIEHEM PA 215 60 5774  |      |
| 823 MILENTOWN PA 215 423 6772 45 11620 CTJ  |      |
| 924 STAMEORD COMM 233 322 3350 165 F1505 018  |      |
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| 6.38 MALESCO COM 30.3 52.8 3030 PU 5.77   |      |

| PAGE 1 4.  | TE BULING 23 70   | 000 2 RAILING   | 333   | 4551   |   | 9-04-72   | 4                |
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| 828<br>829<br>829<br>829<br>829<br>830<br>830<br>830<br>830<br>830<br>830<br>830 | NEW HAVEN STAMEORD STAMEORD DARIEN DARIEN HARTEORD NEW HAVEN SALEM ALIQUIPPA CHICAGO HARTEORD SALEM SALEM | CONN 203<br>CONN 203<br>CONN 203<br>CONN 203<br>CONN 203<br>CONN 203<br>CONN 203<br>OHIO 215<br>PA 412<br>ILL 312<br>CONN 203<br>OHIO 216 | 777<br>325<br>555<br>655<br>279<br>378<br>242<br>273<br>737 | 3850<br>4409<br>3050<br>8700<br>6700<br>7909<br>3648<br>4263<br>7929<br>3445<br>3445 | 40<br>40<br>52<br>94<br>50<br>55<br>700<br>470<br>170 | 171429 01J<br>11038 01J<br>11116 01J<br>21039 01J<br>41052 01J<br>51121 01J<br>11059 01J<br>11522 01J | E.Lawler<br>E.L. |
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|---|----------|------------------|-------|-------------------|-----|-------|------|---------|-----------|-------|
|   | PAGE 257 | 2 BILLING 333 70 | 60 3  | CALLING           | 333 | 4751  |      | 9-04-   | 72        | 4     |
|   | 821      | ALIQUIPOA        | 24    | 47.2              | 378 | 4448  | 90   | 11540   | 51.J      |       |
|   |          | ALLENTOWN .      | PA    | The second second |     | 6771  | 110  |         |           |       |
|   |          | 404305           | MICH  | 313               | 2.1 | 3033  | 880  | 303335  |           |       |
|   |          | CHICAGO          | ILL   | 39 2              | 246 | 3700  | 340  | 43.22.3 |           |       |
|   |          | MIDLAND          | PA    | 4.12              | 443 | 1100  | οÙ   | 34 304  |           |       |
|   | 9331     | SYRACUSE         |       |                   |     | 8411  | 261  | 71325   |           |       |
|   |          | ORANGE           | NJ    | 303               | 678 | 9400  | 23   | 2:029   |           |       |
|   | 903      | WU I'S CE        | MICH  | -                 |     | 3633  | 100  | 15038   |           |       |
|   | 0 99     | STAMEDED         | CULIN |                   |     | 3500  | 40   | 19.444  |           |       |
|   | 901      | STAMEDED         | CONN  | -                 |     | 9: 45 |      | 6.575   |           |       |
|   | 901      | PITTSPUPGH       | PA    |                   |     | 5750  | cu   | 21 415  |           | 9 : 6 |
|   | 825      | FT LOL FLA       |       | COL               | 524 | 4257  | 3360 | 5812    | 721126419 | 100   |

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| · information on Cultemer Statement  | _ 544A   |
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| 907 JERSEYCITY NJ 201 907 STAMEORD CONN 203 908 SCHENCTADY NY 518 908 PITTSBURGH PA 412 908 NEWPORT RI 401 908 PHILA PA 215 908 HOLYOKE MASS 413 911 PITTSBURGH PA 412 911 ALIQUIPPA PA 412 911 PITTSBURGH PA 412 912 PITTSBURGH PA 412 912 STAMEORD CONN 203 912 SALEM DHID 216 | 377 2271 165 51157 018 A 471 5750 90 11624 01J B 3841 2070 75 21154 01J B 387 1335 71 41211 01J B 536 1200 170 81627 01J B 471 5750 415 161142 01J B 378 4448 90 31439 014 |
| Infernation on Customer Statement 1688 333 7000 2 3  | 32 /751  |
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| 912 PITTSBURGH PA 412 4<br>913 BETHLEHEM PA 215 6<br>913 CHICAGO ILL 312 6   | 67 1700 385 110057 011 B :   |
| 913 STUTHFIELD MICH 313 39   | 4 4400 100 31000 000   |

| 1000 333 / | 000 2   |   | 333   | 4751 | ·  | 10-04  | -72  | 0(       | 0        |
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| 015        | PA<br>ILL<br>MICH<br>CONN<br>OHIO<br>CONN<br>NY<br>PA<br>CONN<br>CONN<br>OHIO | 215<br>312<br>313<br>203<br>216<br>203<br>215<br>203<br>315<br>412<br>203<br>203<br>419 | 691<br>663<br>354<br>323<br>337<br>323<br>691<br>278<br>652<br>643<br>322<br>227<br>877 | 5704 | 440<br>167<br>385<br>100<br>40<br>345<br>32<br>55<br>77<br>298<br>90<br>40<br>45<br>100<br>135 | 171533<br>100934<br>110957<br>31009<br>21409<br>131642<br>21701<br>11135 | 01J<br>01J<br>01J<br>01J<br>01J<br>01J<br>01J<br>01J<br>01J<br>01J | E.LawLor | 88888888 |
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|   | 16   | 89 333 7   | 000 2   | 333  | 4751   |   | 10-04   | -72   |            | 00        |
| • | 918<br>918<br>919<br>919<br>920<br>920<br>921<br>922 | PITTSBURGH<br>W PALM BCH<br>STAMEORD<br>W PALM BCH<br>BETHLEHEM<br>SWARTHMORE<br>STAMEORD<br>HARTEORD<br>PITTSBURGH<br>STAMEORD<br>JERSEYCTTY<br>STAMEORD<br>CLIFESIDE | FLA 30<br>CONN 20<br>FLA 30<br>PA 21<br>PA 21<br>CONN 20<br>CONN 20 | 2 471<br>5 844<br>3 322<br>5 848<br>5 691<br>5 544<br>3 322<br>3 278<br>2 471<br>3 322<br>1 333<br>3 329 | 5254<br>4331<br>3050<br>2763<br>5704<br>7600<br>3050<br>7920 | 90<br>115<br>76<br>115<br>55<br>94<br>40<br>94<br>540<br>148<br>27<br>196 | 21053<br>11423<br>61235<br>31424<br>21021<br>51209<br>21643<br>50938<br>211135<br>121522<br>51547<br>161013 | 01J<br>01J<br>01J<br>01J<br>01J<br>01J<br>01J<br>01J<br>01J | E.L.       | 888888888 |
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| 160   | 333 7      | 000 2   |     | 333 | 4751 |     | 10-04- | -72  | 0         | 0 |
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| 2     |            | -       |     |     |      | *** |        |      |           |   |
| 925   | GEORGETOWN | CONN 2  | 203 | 544 | 8363 | 45  | 21432  | 011  |           | B |
| 925   | DARIEN     | CONN 5  | 203 | 655 | 8701 | 40  | 11638  | 011  |           | 8 |
| 926   | SALEM      | OHID 2  | 216 | 337 | 3445 | 270 | 101105 | 011  |           | 8 |
| 926   | DARIEN     | CONN S  | 203 | 655 | 7365 | 40  | 21635  | 01.1 |           | 8 |
| 927   | DARIEN     | CONN 2  | 203 | 655 | 8701 | 40  | 11422  |      |           | B |
| 927   | STAMFORD   | CONN 2  | 203 | 322 | 9810 | 88  |        |      | -MARKAMES | 8 |
| 927   | STAMFORD   | CONN 2  | 203 | 322 | 3050 | 52  | 41502  |      |           | 8 |
| 928   | DARIEN     | CONN 2  | 03  | 655 | 8701 | 40  | 11020  |      | 1         | B |
| 928   | HARTFORD   | CONN. 5 | 203 | 278 | 7920 | 60  | 11255  |      | EL        | 3 |
| 928   | DARIEN     | CONN 2  | 203 | 655 | 8701 | 40  | 21017  |      |           | 6 |
| 928   | PITTSBURGH | DA 4    | 12  | 471 | 5750 | 115 | 41504  |      |           | 8 |
| 923   | PITTSBURGH | PA 4    | 12  | 471 | 5750 | 815 | 321523 |      |           | В |
| 928   | STAMFORD   | CONN 2  | 203 | 322 | 3050 | 100 | 81618  |      |           | 6 |
| 10021 | BUFFALO    |         |     |     | 3455 | 470 | 101546 |      |           | A |
| 1003  | HARTFORD   |         |     |     | 7920 |     | 191521 |      | EL        | 8 |

#### Information on Customer State

| 1691 333      | 7000 2 333 4751   | 10-04-72     | 00 |
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| 1003 STAMFORD | CONN 203 322 3050 | 32 31712 11J | B  |

| Info   | relation on Customs    | er Statem   | ent     |     |       | .•         |                |      |            |
|--------|------------------------|-------------|---------|-----|-------|------------|----------------|------|------------|
| 16     | 92 333 7               | 000 2       |         | 333 | 4752  |            | 10-04          | -72  |            |
| •      |                        |             |         |     |       | 1          |                |      | U          |
| 907    | WESTPORT               | CONN        | 203     | 227 | 5377  | .58        |                | 011  |            |
| 908    | NEW HAVEN              | CONN        | 203     | 776 | 9776  | 50         |                |      |            |
| 908    | JERSEYCITY             | N.I         | 201     | 333 | 7000  |            |                | 013  |            |
| 908    | AT TOUT PPA            | DA          | 412     | 270 | 1110  | -          | 11550<br>11640 | 013  |            |
| 908    | NEW HAVEN              | CONN        | 203     | 775 | 9776  | 50         | 21307          | 013  |            |
| 908    | JERSEYCITY             | N.I         | 201     | 333 | 3000  | 17         |                |      |            |
| 911    | STAMEGED               | CONN        | 203     | 322 | 3050  | 11         |                |      |            |
| 912    | SUMMIT                 | N.I         | 201     | 565 | 1204  | 54         | 51535          | 013  |            |
| 914    | JERSEYCITY             | NI          | 201     | 333 | 2000  | 74         | 61003          | 013  |            |
| 914    | STAMEORD               | COMM        | 201     | 222 | 3000  | 17         | 21622          | 011  | on courses |
| 914    | STAMFORD<br>STAMFORD   | COMM        | 203     | 322 | 9810  | 124        | 101649         | 011  | - Markan   |
| 015    | CIAVEDDO               | COLINI      | 202     | 222 |       |            |                |      |            |
| 918    | WESTDORT               | CONIN       | 203     | 122 | 3050  | 59         | 61720          | 111  |            |
| 918    | WESTPORT               | COMM        | 203     | 221 | 5311  | 45         | 11038          | 01.1 |            |
|        | 3 1 7 11 13 1()        | 1 1 1 1 1 1 | 1113    | 3// | 3(1)  | 40         | 11517          | 011  |            |
| 717    | STAMECED               | CDAM        | 203     | 322 | 3050  | 40         | 11642          | 011  |            |
|        |                        |             |         |     |       |            |                |      |            |
|        |                        |             | T. J. T |     |       | 757839.777 |                |      |            |
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| Interr | nation on Customer     | Stateme     | nt      |     |       |            |                |      |            |
| 16     | 93 333 70              | 000 2       |         | 333 | 4752  |            | 10-04-         | 72   | 0          |
| 2.     | f                      |             |         |     |       |            |                |      |            |
| 919    | JERSEYCITY             | NJ          | 201     | 333 | 3000  | 17         | 31554          | 011  |            |
| 920    | STAMEORD<br>PITTSRURGH | CONN        | 203     | 322 | 3050  | 76         | 61553          | 01.1 |            |
| 920    | PITTSRIJEGH            | PA          | 412     | 471 | 5750  | 85         | 51724          | 11.1 |            |
| 921    | STAMFORD               | COMM        | 203     | 329 | 9370  | 532        | 441146         | 01.1 |            |
| 925    | GEORGETOWN             | CONN        | 203     | 544 | 8363  | 45         | 11304          | 01.1 |            |
| 925    | HARTFORD               | CONN        | 203     | 273 | 7920  | 315        | 181509         | 01.1 | 5/         |
| 925    | STAMEORD               | COMN        | 203     | 322 | 3050  | 124        | 101634         |      |            |
| 926    | HARTEDED               | CONN        | 203     | 278 | 7920  | 60         | 11626          | 011  | =1         |
| 1002   | HERKIMER               | NY          | 315     | 867 | 6170  | 140        | 71702          | 218  |            |
| 1002   | SUMMIT                 | N.I         | 201     | 665 | 1384  | 64         | 111726         | 1:1  |            |
| 1003   | BEIHLEHEM              | PA          | 715     | 691 | 5/04  | 55         | 11051          | 01:  |            |
| 1003   | STAMFORD               | COMM        | 203     | 327 | 1234  | 64         | 51601          | 013  |            |
|        | 3.4.5.7                | 00          | 203     | 321 | 12.34 | 04         | 31001          | 013  |            |
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| Information on Custom  |  | ٠. :                |      |             |            |  |       |                     |
| 1839 333 7   | 000 2  |                     | 333  | 4750        |            | 11-04  | -72   | 40                  |
| 1004 TOLEDO  | онто   | 419                 | 243  | 1002        | 130        | 41624  | 01.   |                     |
|  | PA   |                     |      | 3164        |            |  |       | !                   |
| 1006 PHILA   | PA   |                     |      | 3164        |            |  | _     |                     |
| 1011 MILLBURN  | N.I  |                     |      | 4370        |            |  |       | !                   |
|  |  |                     |      |             |            | 101125   | 011   | i                   |
| 10.8 PITTSBURGH  | PA   | 412                 | 471  | 5750        |            | 431621   |       | !                   |
| 1019 SALEM   |  |                     |      | 3445        |            |  |       |                     |
| 1020 MOUTCLAIR   |  |                     |      | 5125        |            | 11609  |       |                     |
| 1102 BETHLEHEM   |  |                     |      | 5704        |            | 41702  |       |                     |
| 1012 FT LOL FLA  |  |                     |      |             |            |  | 013   | 120217245           |
| 1013 STAVERD CT  |  | COL                 | 322  | 9910        | 115        | 716  | 761   | 1290170435          |
| 1025 FT LDL FLA  |  | COL                 | 524  | 4157        | 025        | 1916   | 701   | 12 - Marinell       |
|  |  | Coc                 | 324  | 4171        | 025        | 1910   | 123.  | 12011913391         |
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| 333 4750   |  | . 51                | USTO | TAL         | 3129       |  |       |                     |
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| TO THE STREET, WALLS   | DESCRIPTION  | CF- 5 PS- TO        | e    | ere exercis |            | s.n.a : m  |       | Contract out record |
| Information on Custome   | er Statsin   | eat                 |      |             |            |  |       |                     |
| 1840 333 7   | 000 2  |                     | 333  | 4751        |            | 11-04  | -72   | 40                  |
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| 1004 DUTICA  |  |                     |      | 3683        |            | 11407  | 013   | ;                   |
| 1004 RED LION  |  |                     |      | 4551        |            | 11500  | 011   | :                   |
| 1004dHERKIMER  |  | 315                 | 367  | 6170        | 421        | 121154   | 013   | :                   |
| 1004 WESTODOT  |  | 203                 | 227  | 5377        | 71         | 51233  | 011   | ,                   |
| 1004 THEPKIMER   |  |                     |      | 6170        |            | 121410   | 013   |                     |
| 1004 WESTPORT  |  | 203                 | 227  | 5377        | 84         | 61448  | 211   | !                   |
| 1004 ALLENTOWN   | D V  | 215                 | 433  | 6771        |            | 191608   |       |                     |
| 1004 ALLENTOWN   | PΛ   | 215                 | 433  | 6771        |            | 21629  |       | 1                   |
| 1004 NEW HAVEN   | CONN   | 203                 | 777  | 7319        |            | 171632   |       |                     |
| 1005 TOLERO  |  | 419                 | 243  | 1092        |            | 11212  |       | ,                   |
| 1005 PITTSBURGH  |  | 412                 | 471  | 5750        | 615        | 241518   | 011   | .anta.              |
| 1005 STAMFORD  | CUAN   | 203                 | 322  | 9810        | 76         | 61551  | 011   | - markhes           |
| 1006 STAMEDED  | CONN   | 203                 | 322  | 9810        |            | 21742  | 11J   | · macula !          |
| 1010 314   | 7111111  | 2013                | 362  | 3000        | 40         | 10935  | 7 7 0 | Million Ille,       |
| 1010 PITTSBURGH  | PA   | 412                 | 471  | 5750        | 115        | 40918  | 01J   | :                   |
|  |  |                     |      |             |            |  |       |                     |
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| 1841 333 70  | 000 2  |                     | 333  | 4751        |            | 11-04-   | -72   | 40                  |
| 1011 STANFOOD  |  |                     |      |             |            |  |       |                     |
| 1011 STAMETED  | COMM   | 203                 | 322  | 3050        |            | 11535  |       | . :                 |
| (B) 2 1 1 1 1 2 1 1 2 1 1 2 1 1 2 1 2 1 2  | PA   | 412                 | 471  | 5750        |            | 201148   |       | :                   |
|  | 117  | 201                 | 5:.7 | 3000        |            | 121319   |       | :                   |
|  | CULIA  | 203                 | 227  | 5377        |            | 21413  |       | t                   |
|  | COMM   | 203                 | 322  | 3750        |            | 51446  |       | í                   |
|  |  |                     |      |             | 30         | 21650  |       | į.                  |
| 1011 MILLRUPH  |  | 201                 | 376  | 4370        | 124        | 231742   |       | į,                  |
| 1012 PROVIDENCE  | 41.  | 401                 | 831  | 4000        | 75         | 11446  |       | •                   |
| 1012 ALTOUIPPA   | DA   | 412                 | 378  | 0011        |            | 30945  |       | F.                  |
| 1012 BETHLEHEM   |  | 215                 | 501  | 5704        |            | 51119  |       | C                   |
| 1012 JERSEYCITY  |  |                     |      | 3454        |            | 31357  |       |                     |
| 그 나는 이번 때문에 가면 한 것이 되었다면 하면 하면 하면 하면 하면 하다면 하는데 하는데 하다면 하다면 하는데  |  |                     |      | 3000        |            | 51410  |       | F                   |
| 1013 PROVIDENCE  | CONN   |                     |      |             | 97         | 71424  |       | b                   |
| 1013 PRINCION  |  |                     |      | 4000        | 159        | 71059  | 011   | . :                 |
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| 1342 333 7  | 000 2   |   | 333   | 4751   |   | 11-04  | -72   |      | 40                                    |
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| 1102 | MEW HAVEN | CONN 2 | 203 772<br>203 278<br>203 322 | 3900 | 50 | 31534 | 01.1 | 8 8<br>8 |

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|      | 152  | 5 333 7              | 000 2 |     | 333  | 4750         |      | 12-7200          | CL.    |
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| 550A |      | HARTFORD             | CONN  |     |      | 7920<br>4050 | 60   | 114460<br>414230 | Coccil |
|      | 1201 | STAMFORD<br>HARTFORD | CONN  | 203 | 27 8 | 7920         | 60   | 116570           | Marie  |
|      | 1129 | FT LOL FLA           | 1     | COL | 524  | 4157         | 1035 | 2510087          |        |

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| 1526 | Telephone State |      |     | 333 | 4751    |      | 12-7200  |        |
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| 105  | HARTFORD        | CONN | 203 | 278 | 7920    | 94   | 514430 6 | 5.6.   |
|      | STAMFORD        | CONN | 203 | 322 | 3050    | 64   | 515110   |        |
|      | WESTWOOD        | NJ   | 201 |     | 2055    | 69   | 1217291  |        |
|      | STAMFORD        | CONN | 203 |     | 3050    | 32   | 218331   |        |
| 109  | MANCHESTER      | CONN | 203 |     | 2473    | 65   | 777570   |        |
|      | WASHINGTON      | nc   | 202 | 395 | 5666    | 08   | 1134 50  | - AA   |
|      | STAMFORD        | CONN | 203 |     |         | 40   | 116180   | . 231  |
|      | BR INGEPORT     | CONN | 203 | 375 | 5 6 94. | 58   | 4:3450   |        |
|      | BR IDGEPORT     | CUNN | 203 |     | 91.67   | .52  | 1215490  |        |
|      | STAMFORD        | CONN | 203 | 322 | 30:0    | 83   | 716040   |        |
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|      | STAMFORD        | CONN | 203 | 359 | 0 C E O | a, C | 111430   | . ( 6: |
|      | RETHLEHEM       | PA   | 215 | 692 | 570%    | 103  |          | N      |
|      | HARTECRO        | CONN | 203 | 278 | 7520    | 332  |          | 50     |
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|      | 7. Telephone State |      | Galls |     | 4751   |     | 12-7200     |
|------|--------------------|------|-------|-----|--------|-----|-------------|
| 1129 | PITTSPURCH         | PA   | 412   | 471 | 5750   |     | 1409430     |
|      | STAMFORD           |      |       |     | r. CLO | 6.0 | 111280 _    |
|      | STAMFORD           | CONN |       |     | C454   |     | 111310      |
|      |                    | CONN | 203   | 322 | 9810   |     | 151 1230 -1 |
| 1130 | STAMFOFO           | CONN | 203   | 322 | 9810   |     | \$12000- B  |
|      | SOUTHFIELD         |      | 313   | 354 | 4400   |     | 914410      |
|      | PITTSPUR GH        | PA   | 412   | 471 | 5750   | -   | 616400      |
|      | STAMFORD           | CONN | 203   | 322 | 3((9   |     | 217191      |
|      | PITTSBURGH         |      | 412   | 471 | 5750   | 890 | 3516140     |

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| y 15                                 | 28 333 7                                  | 000 2   |  |                   | 4752  |   | 12-720   | 0  |
| 1107<br>1108<br>1108<br>1108<br>1108 | NEWARK<br>TAMPA<br>HAPTFORD<br>WASHINGTON | CONN<br>CONN<br>PA<br>MY<br>TEX<br>PA<br>NJ<br>TEX<br>CONN<br>NJ<br>FLA<br>CONN<br>DC<br>PA<br>CONN | 203<br>215<br>516<br>713<br>412<br>201<br>713<br>203<br>201<br>813<br>203<br>412 | 254<br>278<br>395 | 3 C 5 O<br>6 7 7 1<br>6 3 6 6<br>8 8 1 1<br>5 7 5 O<br>0 9 2 3<br>8 8 1 1 | 40<br>40<br>55<br>122<br>405<br>295<br>30<br>125<br>125<br>162<br>80<br>90<br>281 | 113150<br>31C280<br>111350<br>812060<br>1014510<br>1917441<br>113410 | دا |
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| 152    | 333 70             | 000 2    |          | 333     | 4752   |     | 12-7200 |     |
|        | ć. ·               |          |          |         | -      |     |         |     |
| 1121   | CHICAGO            | ILL      | 312      | 973     | 3 8 72 |     | 2813077 |     |
| 1122   | PR IDGEPORT        | CONN     | 203      | 375     | 5894   | 45  | 116020  |     |
| 1122   | WESTPORT           | CONN     | 203      | 226     | 3820   |     | 3312130 | -0  |
|        | HARTEDPD           | CONN     | 203      | 278     | 7920   | 198 | 1116110 | 66. |
| 1122   | SOUTHAMBOY         | NJ       | 201      | 679     | 2413   | 36  | 418321  |     |
| 1127   | STAMFOPO           | CONN     | 203      | 359     | 4050   | 40  | 112090  |     |
| 1127   | PR INCETON         | NJ       | 609      | 924     | 7510   | 45  | 310320  | -1  |
| 1127   | HARTFORD           | CONN     | 203      | 278     | 7520   | 94  | 512120  | 60  |
| 1127   | PITTSBURGH         | PA       | 412      | 472     | 5750   | 540 | 2113110 |     |
| 1127   | CHAMBLEE           | GA       | 404      | 394     | 0839   | 245 | 715580  |     |
| 1130   | PITTSBURGH         | PΛ       | 412      | 471     | 5750   | 90  | 114130  |     |
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| 1 !  | 569 333   | 7000 2                                     |   | 333   | 4750   |  | 2-734  | 0            |
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| 1204<br>1204<br>1208<br>1208<br>1208<br>1213 | MORRISTON: FT LOL FL.  | 4<br>4<br>4<br>4<br>4                      | COT<br>COT<br>COT                         | 763<br>524<br>524<br>524<br>524<br>524<br>763 | 9757<br>4157<br>4157<br>4157<br>4157<br>5841         | 725<br>265<br>2700<br>405<br>445<br>280  | 19 32 20<br>26% 01 87<br>190 5354<br>316 207<br>441 5547<br>101 7018<br>221 7258<br>111 7135 |              |
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| i  |   |  |   |   |  |  |  |              |
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| 25   | 70 -333 7   | 2, 000                                     | :   | 333   | 4731   |  | 1-7340   | )            |
| 1214<br>1214<br>1215<br>1218<br>1218<br>1219 | STAMFORD<br>STAMFORD<br>STAMFORD<br>SOUTHFIELD<br>PITTSBURGH<br>PITTSBURGH<br>PITTSBURGH<br>HARTFORD<br>STAMFORD<br>STAMFORD<br>STAMFORD<br>ELIZABETH<br>SOUTH BEND | PA 4<br>PA 4<br>CONN 2<br>CONN 2<br>CONN 2 | 122 4 2 2 2 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 | 478<br>478<br>278<br>322<br>353               | 5750<br>5750<br>5750<br>7920<br>3050<br>595          | 365 :<br>90 :<br>76 40 :                 | 61.71.41<br>42.5540<br>11.51.70<br>13.6070<br>61.21.20<br>13.6550<br>78.2210                 | 5.M·<br>€.L. |
| 8 C w 7                                      | SUU! H BEND   | 1,00 5                                     | 19 2                                      | 234 3   | 473  | 700 2                                    | 132 52 40  |              |
| 1220   | STAMFORD  | COMN 2                                     | 03 3                                      | 122 3   | 5050<br>5050   | 32                                       | 3?041;<br>409240   | *********    |
| 35   | ork Telephone Sta   |  | 100                                       |   |  |  |  |              |
|  |   |  |   | 333   | 4752   |  | 1-734  | )            |
| 1223<br>1223<br>102<br>102<br>103            | STAMFORD  | MICH SOLVA CONN SOLVA                      | 203<br>203<br>203<br>203<br>203<br>203    | 322<br>354<br>313<br>528<br>278<br>322        | 7920<br>3050<br>4400<br>3050<br>0696<br>7920<br>3050 | 69<br>40<br>100<br>64<br>89<br>162<br>40 | 382100<br>304580<br>010060<br>546130<br>301200<br>981240<br>804440<br>314440                 | έl.          |

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| . 15                                 | 72 333 7   | 000 2 |                          | 333                             | 4752                                 |                             | 1-7340                           |
|--------------------------------------|--|-------|--------------------------|---------------------------------|--------------------------------------|-----------------------------|----------------------------------|
| 1213<br>1213<br>1215<br>1219<br>1221 | PRINCETON<br>GREENWICH<br>MANCHESTER<br>GREENWICH<br>APLINGTON<br>STAMFORD | CONN  | 203<br>203<br>203<br>703 | 924<br>651<br>646<br>661<br>533 | 7510<br>1660<br>2400<br>1660<br>0696 | 45<br>35<br>65<br>65<br>234 | 13 20 90<br>21 30 90<br>21 20 50 |

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| Moli  | PAGE 2205 RUMBER 333  FO4 STAMFORD  804 REDDING  807 RECDING  814 OR.OELL  814 HARTFORD  814 STAMFORD  814 STAMFORD  815 STAMFORD  816 STAMFORD  816 STAMFORD  817 GREENWICH  817 ORADELL  817 STAMFORD  817 SANLEANORD | CONN 203 CONN 203 NJ 203 CONN 203 | 323 4924 52<br>938 2468 110<br>938 2469 136<br>261 6066 23<br>277 5377 60<br>356 3230 40<br>323 4924 32<br>323 4924 64<br>356 2702 124<br>323 4924 32<br>369 0901 35<br>261 0646 | 81057 ClJ<br>101109 OlJ<br>11332 OlJ<br>11542 OlJ<br>11604 OlJ<br>11720 11J<br>51047 OlJ<br>101552 OlJ<br>21701 11J<br>11008 OlJ | 40<br> |

|          |  |            |        |            |                              | 1                    |                                  |     |             |
|----------|--|------------|--------|------------|------------------------------|----------------------|----------------------------------|-----|-------------|
| PAGE 220 | 6 KUMBER 233 7                               | 000 2      | NUMBER | 333        | 72.20                        |                      | 9-04                             | -72 | 40          |
| 821      | STAMFORD<br>WESTPORT<br>STAMFORD<br>STAMFORD | COMM       | 203    | 227<br>323 | 4924<br>5377<br>4924<br>4924 | 52<br>45<br>76<br>40 | 41012<br>11253<br>61638<br>11638 | 057 | 8<br>8<br>8 |
|          | NOPWALK<br>BRIDGEPORT                        |            | 203    | 838        | 8300                         | 52<br>36             | 41649                            | 013 | 8           |
|          | STAMFORD<br>DETROIT                          | CONN       | 203    | 323        | 4924                         | 40                   | 21139                            | 013 | 8           |
| 828      | STAMFORD<br>STAMFORD                         | CONN       | 203    | 323        | 4925                         | 40<br>40             | 31023                            | CiJ | 8           |
| 829      | ATLANTA<br>STAMFORD                          | GA<br>CCNN | 404    | 588        | 2072                         | 210                  | 61428                            | 013 | . 8<br>6    |
|          |  |            |        |            |                              |                      |                                  |     |             |

SUBTOTAL

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| PAGE 2207 NUMSER 333   | 7CCO 2 RAMBER   | 333 7121   | 9-04-   | <b>-7</b> 2  | 40                                      |
| 8C4 STAMFORD<br>811 NORWALK<br>811 REDDING<br>814 REDDING<br>816 HARTFORD<br>818 REDDING<br>821 REDDING<br>821 ATLANTA<br>822 WESTPORT<br>325 REDDING<br>828 REDDING<br>831 ATLANTA<br>901 RECDING | CONN 203 | 588 2071<br>227 3377<br>938 2468<br>938 2468<br>588 2071<br>550 2071<br>938 2468 | 40 11422<br>40 11407<br>97 71101<br>45 31124<br>60 11528<br>110 81111<br>97 71120<br>595 172307<br>36 21705<br>110 81058<br>45 3114 | 01J<br>01J<br>01J<br>01J<br>01J<br>01J<br>01J<br>01J | 888888888888888888888888888888888888888 |
| 333 7121   | SU  | BTOTAL   | 1805  | 030  | 8                                       |

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| 911 STAMPORD CONN 203 327 1234 40 11141 01J 911 STAMPORD CONN 203 327 1234 40 11304 01J 911 PITTSHIRPORD CONN 203 327 1234 40 11304 01J 911 PITTSHIRPORD CONN 203 327 1234 40 11304 01J 911 PEDDING CONN 203 327 1234 40 11304 01J 911 REDDING CONN 203 327 1234 40 11304 01J 911 REDDING CONN 203 327 1234 100 81319 01J 914 STAMPORD CONN 203 323 4924 40 10834 01J 914 STAMPORD CONN 203 323 4924 40 10834 01J 915 STAMPORD CONN 203 359 3500 40 31618 01J 915 STAMPORD CONN 203 359 3500 40 31618 01J 915 STAMPORD CONN 203 323 4924 40 31641 01J 920 PITTSRIBEGH PA 412 471 5750 90 11633 01J 920 WASHINGTON 0C 202 293 6110 146 51559 01J 921 STAMPORD CONN 203 323 4924 40 20948 01J 921 STAMPORD CONN 203 323 4924 40 20948 01J 922 PITTSBURGH PA 412 471 5750 90 11550 01J 922 WASHINGTON 0C 202 292 6110 80 10955 01J 922 PITTSBURGH PA 412 471 5750 90 11550 01J 922 PITTSBURGH PA 412 471 5750 90 11550 01J 922 CLIFESIDE NJ 201 224 9650 42 8161 01J 925 STAMPORD CONN 203 323 4924 76 61512 01J 925 STAMPORD CONN 203 323 4924 76 61512 01J 925 STAMPORD CONN 203 323 4924 76 61512 01J 925 STAMPORD CONN 203 323 4924 76 61512 01J 926 HARTEPORD CONN 203 323 4924 76 61512 01J 926 STAMPORD CONN 203 323 4924 76 61512 01J 926 STAMPORD CONN 203 323 7120 64 51410 01J 926 STAMPORD CONN 203 327 1200 64 51410 01J 926 PITTSBURGH PA 412 471 5750 90 11406 01J 926 PITTSBURGH PA 412 471 5750 90 11406 01J 926 PITTSBURGH PA 412 471 5750 90 11500 01J 926 PITTSBURGH PA 412 471 5750 90 11500 01J 926 PITTSBURGH PA 412 471 5750 90 11500 01J 927 PITTSBURGH PA 412 471 5750 90 11500 01J 928 STAMPORD CONN 203 327 1200 64 51410 01J 929 POTTSBURGH PA 412 471 5750 90 11500 01J 929 POTTSBURGH PA 412 471 5750 90 11500 01J 920 PITTSBURGH PA 412 471 5750 90 11500 01J 921 PITTSBURGH PA 412 471 5750 90 11500 01J 922 PITTSBURGH PA 412 471 5750 90 11500 01J 923 STAMPORD CONN 203 323 4924 40 31641 01J 924 PITTSBURGH PA 412 471 5750 90 11500 01J 925 STAMPORD CONN 203 323 4924 40 31641 01J 927 PITTSBURGH PA 412 471 5750 90 11500 01J 929 POTTSBURGH PA 412 471 5750 90 11500 01J 929 POTTSBURGH  | 905 STAMEDED COMM 203 222 1021   |  |
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| 9.1 STAMFORD CONN 203 327 1234 100 81319 21J 914 STAMFORD CONN 203 323 4924 40 10834 01J 914 STAMFORD CONN 203 323 4924 40 10834 01J 915 STAMFORD CONN 203 359 3500 40 11032 01J 915 STAMFORD CONN 203 359 3500 40 11032 01J 915 STAMFORD CONN 203 323 4924 40 31641 01J 920 PITTSRINGCH PA 412 471 5750 90 11633 01J 921 STAMFORD CONN 203 323 4924 40 20948 01J 922 WASHINGTON DC 202 293 6110 146 61558 01J 921 STAMFORD CONN 203 323 4924 40 20948 01J 922 WASHINGTON DC 202 293 6110 80 10955 01J 922 PITTSRIPGH PA 412 471 5750 90 11550 01J 922 PITTSRIPGH PA 412 471 5750 90 11550 01J 922 PITTSRIPGH PA 412 471 5750 90 11550 01J 922 PITTSRIPGH PA 412 471 5750 90 11550 01J 925 STAMFORD CONN 203 323 4924 40 31641 01J 925 STAMFORD CONN 203 323 4401 40 31503 01J 925 STAMFORD CONN 203 323 4401 40 31503 01J 925 STAMFORD CONN 203 323 4401 40 31503 01J 925 STAMFORD CONN 203 323 4401 40 31503 01J 925 CAMBPIOGE MASS 617 495 6030 75 21540 01J 926 HARTFORD CONN 203 324 4200 60 11406 01J 926 HARTFORD CONN 203 324 76 61512 01J 926 STAMFORD CONN 203 327 1200 64 51410 01J 926 PITTSRUPGH PA 412 471 5750 40 171533 01J 926 PITTSRUPGH PA 412 471 5750 90 31619 01J 926 PITTSRUPGH PA 412 471 5750 90 31619 01J 926 PITTSRUPGH PA 412 471 5750 90 31619 01J 926 PITTSRUPGH PA 412 471 5750 90 31619 01J 926 PITTSRUPGH PA 412 471 5750 90 31619 01J 926 PITTSRUPGH PA 412 471 5750 90 31619 01J 926 PITTSRUPGH PA 412 471 5750 90 31619 01J 927 TAMFORD CONN 203 327 1200 64 51410 01J 928 STAMFORD CONN 203 327 1200 64 51410 01J 927 WASHINGTON DC 202 833 8310 80 11346 01J 927 PITTSRUPGH PA 412 471 5750 90 31619 01J 928 STAMFORD CONN 203 327 1200 256 111622 01J 927 TAMFORD CONN 203 327 4024 64 51055 01J 928 STAMFORD CONN 203 327 4024 64 51055 01J 929 CUMBERLAND MD 301 722 1717 85 30955 01J 929 CUMBERLAND MD 301 722 1717 85 30955 01J 929 CUMBERLAND MD 301 722 1717 85 30955 01J 929 CUMBERLAND MD 301 722 1717 85 30955 01J 929 CUMBERLAND MD 301 722 1717 85 30955 01J 929 CUMBERLAND MD 301 722 1717 85 30955 01J 929 STAMFORD CONN 203 329 4924 40 20925 01J 929 CUMBERLAND MD 301  | 911 RECOING COMM 202 COM   |  |
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|-------|--------------|---------------|-----|------|------|-------|--------|-------|---|----|
| 22    | 33 33        | 3 7000 2      |     | 333  | 7120 |       | 10-04- | -72   | ( | 00 |
| 33    | *            |               |     |      |      |       |        |       |   |    |
| 1002  | STAMFOR      | D CONN        | 203 | 322  | 7643 | 136   | 111414 | 01.1  |   | 3  |
| 906   | PITA         | PA            | COL | 471  | 5537 | 140   | 41101  | 46186 |   | 8  |
| . 911 | PITB         | PA            | COL | 471  | 5537 | 115   | 31503  | 46186 |   | 3  |
| 921   | PITS         | PA            | COL | 471  | 5537 | 290   | 101023 | 45186 |   | B  |
| 922   | PITS         | PA            | COL | 471  | 5537 | 265   | 91644  | 46316 |   | 8  |
| 926   | PITB         | PA            | COL | 471  | 5537 | 115   | 21606  | 46146 |   | В  |
| 929   | PITR         | PA            | COL | 471  | 5537 | 590   | 221050 | 46346 |   | 8  |
| 929   | DARIEN       | CT            | COL | 655  | 1810 | 50    | 11003  | 46JW2 |   | 3  |
|       |              |               |     |      |      |       |        |       |   |    |
|       |              |               |     |      |      |       |        |       |   |    |
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| i     |              |               |     |      |      |       |        |       |   |    |
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| 1     | 333 712      | 20            | S   | UBTO | TAL  | 6157  |        |       |   |    |

| 22: | 34 . 333 7 | 2 000 |     | 333 | 7121 |     | 10-04- | .72   | 00   |
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| J . | 1 1 1      |       |     |     |      | 14  |        |       | 9.00 |
| 905 | REDDING    | CUNN  | 203 | 938 | 2468 | 97  | 71110  | 011   | 8    |
| 905 | ATLANTA    | GA    | 404 | 588 | 2071 | 105 | 11445  | 013   | 8    |
| 906 | STAMFORD   | CONN  | 203 | 323 | 4924 | 40  | 11513  | 013   | В    |
| 906 | ATLANTA    | GA    | 404 | 588 | 2071 | 525 | 151514 | 01 J  | 8    |
| 906 | STAMFORD   | CONN  | 203 | 323 | 4924 | 83  | 71615  | 01J   | P    |
| 908 | MANCHESTER | COMM  | 203 | 644 | 1551 | 65  | 11609  | 01J   | 8    |
| 908 | NORWALK    | CONN  | 203 | 338 | 8300 | 40  | 21605  | 01J · | B    |
| 911 | STAMEDED   | CONN  | 203 | 323 | 4924 | 40  | 11646  | 01J   | P    |
| 911 | SALEM .    | OTHO  | 215 | 337 | 9524 | 95  | 31601  | 01J   | 8    |
| 915 | REDDING    | COMM  | 203 | 938 | 2458 | 110 | 81104  | 01.1  | 8    |
| 918 | WESTPORT   | COMM  | 203 | 227 | 5377 | 45  | 11236  | 01J   | В    |
| 918 | REDDING    | CONN  | 203 | 938 | 2468 | 71  | 51053  | 01J   | 8    |
| 921 | PITTSBURGH | PA    | 412 | 471 | 5750 | 740 | 291111 | 01J   | E    |
| 922 | WASHINGTON | 00    | 202 | 293 | 6110 | 80  | 11408  | 01J   | 8    |
| 922 | REDDING    | CONN  | 203 | 938 | 2468 | 110 | 81059  | 01J   | 8    |

| 22.  | 35 333 7   | 000 2 | · _ · | 333 | 7121 |          | 10-04 | -72  |     |
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| 025  | 05001110   |       |       |     |      | into it. |       |      |     |
|      | REDDING    |       |       |     | 2468 | 1.23     | 91104 | 01J  | F   |
|      | WESTPORT   | CUMM  | 203   | 227 | 5377 | 36       | 11703 |      | F   |
|      | MASHINGTON | DC    | 202   | 254 | 6397 | 102      | 40951 | 01.1 | E   |
|      | CUMBERLAND | MO    | 301   | 722 | 2515 | 235      | 91644 |      |     |
|      | STAMENPH   | CONN  | 203   | 356 | 2000 | 40       | 11034 |      | E   |
|      | STAMFORD   | CONN  |       |     | 2000 | 40       | 21031 |      |     |
| 929  | REDOING    | CONN  |       |     | 2458 | 123      | 91102 |      | 9   |
| 1002 | NORWALK    | CONN  |       |     | 7000 | 40       | 11324 |      | 8   |
| 1002 | DAMBURY    | CONN  |       |     | 7624 | 58       |       |      |     |
| 1002 | DARIEN     |       |       |     | 2501 |          | 41317 |      | 8   |
|      | DRANGE     | NJ    |       |     | 7191 | 40       | 31429 |      | 8   |
|      |            | 143   | 201   | 200 | 1141 | 37       | 51442 | 011  | В   |
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|--------|-----------------------------|----------|--------|-----|---------|-----|--------|-----------|--------------|
| 22     | 59 333 7                    | 7000 2   |        | 333 | 7020    |     | 11-04  | -72       | 40           |
| 1006   | JERSEYCITY                  | ( N.1    | 201    | 453 | 2929    |     |        |           |              |
| 1010   | BED LIUM                    | DA       |        |     | 4551    |     | 31107  |           |              |
|        | PED LION                    |          |        |     |         |     | 101458 |           |              |
| 1010   | ALEXAMORIA                  | VA       |        |     | 4551    |     | 31551  |           |              |
| 1011   | PHILA                       | DA       |        |     | 7101    |     | 101638 |           |              |
| 10.2   | WILBEAHAM                   | MACC     | 210    | 211 | 3584    |     | 101603 |           |              |
| 1016   | STAMEGED                    | 4027     | 413    | 595 | 8554    |     | 61629  |           |              |
| 1016   | STAMFORD<br>USENECA FLS     | CUNN     | 203    | 356 | 2892    |     | 11374  |           |              |
| 1023   | HUALCUMANTA                 | 0.4      |        |     | 9483    |     |        |           |              |
| 1023   | DED LION                    | D 4      | 215    | 947 | 0750    |     |        |           | •            |
| 1025   | RED LION                    | P4       | 717    | 244 | 4551    |     | 130949 |           |              |
| 1024   | BELLEGLADE                  | FLA      | 305    | 966 | 9072    | 115 | 11053  | 01J       |              |
| 1024   | WILLBURN                    | NJ       | 201    | 379 | 6849    | 30  | 11124  | 01J       |              |
| 1024   | OAVENPORT                   | IUMV     | 319    | 326 | 8111    | 175 | 51422  | 01.1      |              |
| 1024   | GLASGOW                     | KY       | 502    | 651 | 5198    | 560 | 161428 | 01.1      |              |
| 1024   | PROVIDENCE                  | RI       | 401    | 831 | 4000    | 264 | 121449 | 01.1      |              |
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| 228    | 333 7                       | 000 2    |        | 333 | 7020    |     | 11-04- | -72       | 40           |
| 1024   | DETROIT                     | MICH     | 212    | 021 | 753/    | 100 |        |           |              |
| 1027   | JERSEYCITY                  | MI       | 201    | 653 | 1520    | 17  |        |           | •            |
| 1029   | STAMEDED                    | CUNIN    | 201    | 3/0 | 4331    | 11  | 31121  |           |              |
| 1079   | STAMERED                    | COMMI    | 202    | 2/0 | 7 - 1 4 |     |        |           |              |
| 1029   | STAMERRO                    | CONM     | 203    | 340 | 7311    | 26  | 11126  | 311 601   |              |
| 1029   | MORWALK                     | COMM     | 203    | 316 | 2410    | 26  | 11136  | 311-264   |              |
| 1020   | MILEDOD                     | COMM     | 203    | 538 | 4444    | 26  | 21056  | 31J       |              |
| 1029   | MILEO2D<br>HYATTSVL         | COMM     | 203    | 5/8 | 9351    | 105 | 111059 | 31J       | :            |
| 1029   | STAMEORD                    | CONN     | 301    | 304 | 5600    | 244 | 171137 | 31J @ M   | !            |
| 1021   | STAMEDED                    | COMM     | 203    | 322 | 9810    | 103 | 141340 | 317 - Di. | ,            |
| 1031   | WILBRAHAM                   | MASS     | 413    | 595 | 8554    | 70  | 10957  | 01J       | i            |
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| 2261 333 7000 2      |     | 333 | 7021 |     | 11-04- | -72 |
|----------------------|-----|-----|------|-----|--------|-----|
| 1005 WILLOW GRY PA   | 215 | 659 | 4400 | 55  | 11556  | 01J |
| 1005 MIDDLETOWN CONN | 203 | 347 | 9441 | 60  | 11623  | 011 |
| 1005 BSHELTER IS MY  | 516 | 744 | 0990 | 80  | 21111  | 218 |
| 1005 WILLOW GRV PA   | 215 | 659 | 7200 | 71  | 41627  | 011 |
| 1009 BALLY . 67      | 215 | 577 | 2255 | 55  | 11057  | 011 |
| 1006 HUNTGDAVLY PA   | 215 | 947 | 1470 | 55  | 21057  | 011 |
| 1010 ARLYGTYHTS ILL  | 312 | 394 | 2000 | 105 | 10950  | 011 |
| 1010 WILLOW GPV PA   | 215 | 659 | 7200 | 55  | 11302  | 011 |
| 1010 HUNTGONIVLY PA  | 215 | 947 | 0750 | 375 | 230909 | 011 |
| 1012 HIMSPALE ILL    | 312 | 325 | 6744 | 105 | 21033  | 211 |
| 1013 DAVENPORT IOWA  | 319 | 326 | 5111 | 105 | 21542  | 01J |
| 1017 HINSDALE ILL    | 312 | 325 | 6744 | 105 | 20939  | 011 |
| 1020 POCONOLAKE PA   | 717 | 545 | 7436 | 55  | 21336  | 011 |
| 1020 POCONOLAKE PA   | 717 | 646 | 7436 | 279 | 171338 | 01J |
| 1023 HASBECKHTS NJ   | 201 | 288 | 5348 | 22  | 41038  | 011 |
|                      |     |     |      |     |        |     |

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| 2262 333 70             | 000 2    |      | 333     | 7021 |     | 11-04- | 72   |
|                         |          | 202  | 2/7     | 0//1 |     | 61059  | 01.1 |
| 1023 MIDDLETOWN         |          | 203  | 347     | 9441 | 111 | 21109  | 013  |
| 1023 RETHLEHEM          |          | 215  | 691     | 5704 | 55  | 21325  |      |
| 1023 HOUSTON            |          |      | 782     |      | 205 | 51335  | 011  |
| 1023 בעיוויטו SPGS      |          | 315  | 389     | 7361 | 113 | 21410  | 018  |
| 1024 BETHLEHEM          | PA :     | 215  | 691     | 5704 | 55  | 11049  | 011  |
| 1024 FORTPIERCE         | FLA :    | 305  | 464     | 1910 | 115 | 11052  | 01J  |
| 1024 SUPORTLAND         | ME :     | 207  | 799     | 3341 | 85  | 11505  | 011  |
| 1024 GRAND PPDS         | MICH     | 616  | 538     | 7550 | 100 | 11547  | 01J  |
| 1024 HUNTGONVLY         | DV       | 215  | 947     | 0750 | 71  | 41012  | 011  |
| 1024 HOUSTON            | TEX      | 713  | 782     | 3810 | 445 | 111028 | 011  |
| 1024 SOUTH REND         | IND      | 219  | 233     | 9141 | 130 | 41042  | 013  |
| 1024 GRAND PPDS         | MICH     | 616  | 363     | 4847 | 400 | 131548 | 011  |
| 1024 SOUTHFIELD         | WICH     | 313  | 354     | 4430 | 100 | 21618  | 017  |
| 1024 SOUTHFIELD         | MICH     | 313  | 354     | 4400 | 250 | 81620  | 011  |

| 63 333 7                              | 2 000  |   | 333   | 7021   |   | 11-04   | -72  | 40   |
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|                                       |  |   |   |  | 55  | 11214   | 01J  | В  |
|                                       | RI   | 401   | 723   | 7800   | 75  | 11220   | 013  | В  |
|                                       | RI   | 401   | 723   | 7800   | 75  | 31237   | 01.J   | В  |
|                                       | PV   | 215   | 947   | 0750   | 343   |   |  | В  |
|                                       | MASS   | 413   | 596   | 8554   | 70  |   |  | В  |
|                                       | COMA   | 203   | 347   | 9441   | 60  |   |  | В  |
| SAIL JOSE                             | CAL  | +08   | 289   | 3262   |   |   |  | R  |
| STAMFOOD                              | CONN   | 203   | 322   | 3733   |   |   |  |  |
| PRINCETTA                             | NJ   | 609   |   |  |   |   |  | B<br>B   |
| SA'I JOSE                             | CAL  |   |   |  |   |   |  |  |
| MESIDEN                               |  |   |   |  |   |   |  | 8  |
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| 0 11. 10111                           | 113  | 201   | 000   | 0909   | 41  | 91148   | 011  | 3  |
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| etion on Customer                     | Statemen   | t   |   |  |   |   |  |  |
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| 3.                                    |  |   |   |  |   |   |  | -  |
| JERSEYCITY A                          | VJ 2   | 201 6   | 53 (  | 1909   |   | 51332 (   | )1J  | В  |
|                                       | HUNTGDNVLY PAWTUCKET PAWTUCKET HUNTGDNVLY WILRPAHAM MIDDLETOWN SAN JOSE STAMEOPD PRINCETON SAN JOSE MERIDEN NEWBEDEOPD HUNTGDNVLY KALAMAZOO JERSEYCITY | HUNTGONVLY PA PAWTUCKET RI PAWTUCKET RI HUNTGONVLY PA WILROAHAM MASS MIDDLETOWN CONN SAN JOSE CAL STAMEOPD CONN PRINCETIN NJ SAN JOSE CAL MERINCETIN NJ ALIAN AND MICH JERSEYCITY NJ | HUNTGONVLY PA 215 PAWTUCKET RI 401 HUNTGONVLY PA 215 WILBRAHAM MASS 413 MIDDLETOWN CONN 203 SAN JOSE CAL 408 STAMFORD CONN 203 PRINCETIN NJ 609 SAN JOSE CAL 408 MERINCETIN NJ 609 SAN JOSE CAL 408 MERINCETIN NJ 609 SAN JOSE CAL 408 MERINCETIN NJ 609 KALAMAZOO MICH 616 JERSEYCITY NJ 201 | HUNTGONVLY PA 215 947 PAWTUCKET RI 401 723 HUNTGONVLY PA 215 947 WILRPAHAM MASS 413 596 MIDDLETOWN CONN 203 347 SAN JOSE CAL 408 289 STAMEORD CONN 203 322 PRINCETIN NJ 609 452 SAN JOSE CAL 408 289 MERINCETIN NJ 609 452 SAN JOSE CAL 408 289 MERINCETIN CONN 203 235 NEWBEDFORD MASS 617 994 HUNTGONVLY PA 215 947 KALAMAZOO MICH 616 383 JERSEYCITY NJ 201 653 | HUNTGONVLY PA 215 947 0750 PAWTUCKET RI 401 723 7800 PAWTUCKET RI 401 723 7800 HUNTGONVLY PA 215 947 0750 WILBRAHAM MASS 413 596 8554 MIDDLETOWN CONN 203 347 9441 SAN JOSE CAL 408 289 3262 STAMEOPD CONN 203 322 3733 PRINCETIN NJ 609 452 2000 SAN JOSE CAL 408 289 3262 MERINCETIN NJ 609 452 2000 SAN JOSE CAL 408 289 3262 MERINCETIN NJ 609 452 2000 SAN JOSE CAL 408 289 3262 MERINCETIN NJ 609 452 2000 SAN JOSE CAL 408 289 3262 MERINCETIN NJ 609 452 2000 SAN JOSE CAL 408 289 3262 MERINCETIN NJ 609 452 2000 SAN JOSE CAL 408 289 3262 MERINCETIN NJ 609 452 2000 SAN JOSE CAL 408 289 3262 MERINCETIN NJ 609 452 2000 SAN JOSE CAL 408 289 3262 MERINCETIN NJ 609 452 2000 SAN JOSE CAL 408 289 3262 MERINCETIN NJ 609 452 2000 SAN JOSE CAL 408 289 3262 MERINCETIN NJ 609 452 2000 SAN JOSE CAL 408 289 3262 MERINCETIN NJ 609 452 2000 SAN JOSE CAL 408 289 3262 MERINCETIN NJ 609 452 2000 SAN JOSE CAL 408 289 3262 MERINCETIN NJ 609 452 2000 SAN JOSE CAL 408 289 3262 MERINCETIN NJ 609 452 2000 SAN JOSE CAL 408 289 3262 MERINCETIN NJ 609 452 2000 SAN JOSE CAL 408 289 3262 MERINCETIN NJ 609 452 2000 MERINCETIN | HUNTGONVLY PA 215 947 0750 55 PAWTUCKET RI 401 723 7800 75 PAWTUCKET RI 401 723 7800 75 HUNTGONVLY PA 215 947 0750 343 WILRPAHAM MASS 413 596 8554 70 MIDDLETOWN CONN 203 347 9441 60 SAN JOSE CAL 408 289 3262 70 STAMFORD CONN 203 322 3733 26 PRINCETIN NJ 609 452 2000 46 SAN JOSE CAL 408 289 3262 170 MERINCETIN NJ 609 452 2000 46 SAN JOSE CAL 408 289 3262 170 MERINCETIN CONN 203 235 4039 95 NEWBEDFORD MASS 617 994 9611 75 HUNTGONVLY PA 215 947 0750 55 KALAMAZOO MICH 616 383 5000 100 JERSEYCITY NJ 201 653 0909 47 | HUNTGONVLY PA 215 947 0750 55 11214 PAWTUCKET RI 401 723 7800 75 11220 PAWTUCKET RI 401 723 7800 75 31237 HUNTGONVLY PA 215 947 0750 343 211331 WILBRAHAM MASS 413 596 8554 70 21402 MIDDLETOWN CONN 203 347 9441 60 21515 SAN JOSE CAL 408 289 3262 70 11418 STAMEOPD CONN 203 322 3733 26 11421 PRINCETIN NJ 609 452 2000 46 51430 SAN JOSE CAL 408 289 3262 170 81512 MERINCETIN NJ 609 452 2000 46 51430 SAN JOSE CAL 408 289 3262 170 81512 MERINCETIN CONN 203 235 4039 95 91545 NEWBEDEOPD MASS 617 994 9611 75 11141 HUNTGONVLY PA 215 947 0750 55 30842 KALAMAZOO MICH 616 383 5000 100 31145 JERSEYCITY NJ 201 653 0909 47 91148 | HUNTGONVLY PA 215 947 0750 55 11214 01J PAWTUCKET RI 401 723 7800 75 11220 01J PAWTUCKET RI 401 723 7800 75 31237 01J HUNTGONVLY PA 215 947 0750 343 211331 01J WILBPAHAM MASS 413 596 8554 70 21402 01J MIDDLETOWN CONN 203 347 9441 60 21515 01J SAN JOSE CAL 408 289 3262 70 11418 31J STAMEOPD CONN 203 322 3733 26 11421 31J PRINCETIN NJ 609 452 2000 46 51430 31J SAN JOSE CAL 408 289 3262 170 81512 31J PRINCETIN NJ 609 452 2000 46 51430 31J SAN JOSE CAL 408 289 3262 170 81512 31J MERIDEN CONN 203 235 4039 95 91545 31J NEWBEDEOPD MASS 617 994 9611 75 11141 01J HUNTGONVLY PA 215 947 0750 55 30842 01J KALAMAZOO MICH 616 383 5000 100 31145 01J JEPSEYCITY NJ 201 653 0909 47 91148 01J |

| 56 | 2A 20 | 27 333 7   | 000 2 |     | 333 | 7120  |     | 12-7200 |
|----|-------|------------|-------|-----|-----|-------|-----|---------|
|    | 1106  | RECDING    | CONN  | 203 | 938 | 2468  | 149 | 1111090 |
|    | 1107  | MILFORD    | CONN  |     |     | 9351  | 50  | 209260  |
|    | 1107  | WAYNE      | PA    |     |     | 5200  | 94. | 310050  |
|    | 1107  | WAYNE      | PA    |     |     | 5200  | 77  | 410110  |
| ٠. | 1108  | PITTSBURGH | PA    |     |     | 5750  | 240 |         |
|    |       | PITTSBURGH | PA    |     |     | 5750  | 390 | 1515180 |
|    |       | STAMFORD   | CUNN  |     |     | 2000  | 40  | 114370  |
|    |       | NEWARK     | LA    |     |     | 2600  | 17  | 109130  |
|    |       | TOWSON     | MD    |     |     | 8452  | 726 | 3410460 |
|    |       | NEWAFK     | NJ    | 201 | 484 | 2600  |     | 2411190 |
|    |       | STAMFORD   | CONN  | 203 | 359 | 1234  | 40  | 110:40  |
|    |       | PITTSBURGH | AG    | 412 | 471 | 5750  |     | 1910190 |
|    |       | TOWSON     | MD    | 301 | 821 | 8450  | 180 |         |
|    |       | STAMFORD   | CONN  | 203 | 323 | 90.56 | 40  | 109050  |
|    | 1121  | MILFORD    | CONN  | 203 | 878 | 9351  | 50  | 115670  |

| 1  | New Y | ork Telephone State | count of | Calls a | nd Telr | crari, |      |            |
|----|-------|---------------------|----------|---------|---------|--------|------|------------|
| -  | 20    | 28 333 7            | 000 2    |         | 333     | 7120   |      | 12-7200    |
| 12 | r, s  | 1611                |          |         |         |        |      |            |
|    | 1127  | PITTSBURGH          | PA       | 412     | 471     | 5750   | 90   | 216040     |
|    |       | STAMFORD            | CCMN     | 203     | 322     | 9810   | 40   | 110270-56  |
|    |       | GREENWICH           | CUNN     | 203     | 661     | 4600   | 35   | 810310     |
|    |       | STAMFORD            | CONN     | 203     | 327     | 2000   | 40   | 211100     |
|    |       | STAMFORD            | CONN     | 203     | 327     | 2000   | 40   | 213540 -1  |
|    |       | STAMFORD            | CONN     | 203     | 329     | 0454   | 40   | 111160 261 |
|    |       | GREENWICH           | CONN     | 203     | 661     | 4600   | 35   | 134200 1   |
|    |       | STAMFOFD            | CONN     | 203     | 329     | 06.54  | 40   | 11431024   |
|    |       | STAMFORD            | CONN     | 203     | 329     | 0454   | 40   | 114320-251 |
|    |       | STAMFORD            | NNCO     | 203     | 322     | 9 810  | 40   | 115260-517 |
|    |       | STAMFORD            | CONN     | 203     | 322     | 9820   | . 40 | 115230 (0) |
|    |       | STAMFORD            | CONN     | 203     | 323     | 4924   | 52   | 413210     |
|    |       | SOUTH BEND          | IND      | 219     | 288     | 9141   | 130  |            |
| 1  | 130   | STAMFORD            | CONN     | 203     | 356     | 2702   | 4.0  | 112080     |
| 1  | 1130  | PITTSPURGH          | PA       | 412     | 471     | 5750   | 965  | 3312510    |

| 11 V   |     |           | Statement    |      |      |         |
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| 20:   | 29 333 .7  | 200_2. |     | .333 | 7120    |      | 12-7203 | )      |
|-------|------------|--------|-----|------|---------|------|---------|--------|
| 1.7   |            |        |     |      |         |      |         |        |
|       | PITTSPURGH | PA     | 412 | 4.71 | 5750    | 215  | 815130  |        |
| 1130  | NEW YORK   | NY     |     | 333  | 7220    | 165  | 516324  | •      |
| 1130  | MOUNTAINVW | CAL    | 415 | 962  | 3 9 3 1 | 1.80 | 416360  |        |
| 1130  | PITTSBURGH | PA     | 412 | 471  | 5750    | 115  | 416420  | ::     |
| 1130  | STAMECED   | CONN   | 203 | 323  | 1924    | 32   | 317001  | MIN    |
| 1201  | STAMFORD   | CONV   | 203 | 329  | 04.54   | 40   | 115260  | 201211 |
| 1 201 | STAMFORD   | CONN   | 203 | 323  | 4924    | 32   | 117281  |        |
| 1201  | STAMFORD   | CCNN   | 203 | 359  | 1236    | 40   |         |        |
| 1201  | GREENWICH  | CCNN   | 203 | 661  | 4600    | 45   |         |        |
| 1201  | NEWARK     | NJ     | 201 | 624  | 96 81   | 22   | 414420  | 11.    |
| 1201  | STAMFORD   | CONN   | 203 | 322  | 9810    |      | 1035310 | 5311   |
| 1201  | PITTSBURGH | PA     | 412 | 471  | 5750    | 140  |         |        |
| 1 201 | STAMFORD   | CONN   | 203 | 322  | 9810    |      | 3:5340  | 561    |
| 1110  | NORWALK CT |        |     |      | 1927    | 110  |         |        |
| 1110  | NORWALK CT |        |     |      | 1 927   | 50   | 210514  |        |

### New York Telephone Statement of Calls and Talography

| 203  | 3C · 33 | 3 7000                     |                   |                          | 712C   | 12-7200  |
|------|---------|----------------------------|-------------------|--------------------------|--|--|
| 1117 | PITB -  | PA<br>CT<br>CT<br>PA<br>PA | COT<br>COT<br>COT | 227<br>227<br>471<br>471 | 5527<br>5377<br>5377<br>5537<br>5760<br>5527 | 265 916094<br>100 6:0494<br>70 409594<br>415 15:6354<br>115 314374<br>115 116054 |

New York Telephone Statement of Children's Telegrams

| - 203 | 333 70       | 000 2 | -    | 333  | 7121  |      | 12-7200 |
|-------|--------------|-------|------|------|-------|------|---------|
| 12    | 11.11        |       |      |      |       |      | ٠,      |
| 1109  | WA SHINGTON  | DC    | 202  | 833  | 8310  | 80   | 113670  |
| 1109  | WASHINGTON   | DC    | 20.2 | 833  | 8310  | 80   | 126300  |
| 1110  | WASHINGTON   | DC    | 202  | 833  | 8310  | 388  | 1710480 |
| 1110  | REDDING      | CUNN  | 203  | 938  | 2468  | 84   | 614.20  |
| 1113  | STAMFORD     | CONA  | 203  | 35€  | 2000  | 40   | 110:40  |
| 1113  | REDDING      | CONN  | 203  | 938  | 2468  | 58   | \$10590 |
| 1116  | PITTS BUS GH | PA    | 412  | 471  | 5750  | 1140 | 4514550 |
| 1117  | PEDDING .    | CONN  | 203  | 938  | 2468  | 136  | 1011300 |
| 1120  | STAMFORD     | CONN  | 203  | 359  | 4050  | 40   | 112020  |
| 1120  | REDDING      | CONN  | 203  | 938  | 2468  | 71   | 511020  |
| 1121  | WESTPORT     | CONN  | 203  | 227  | 5377  | 45   | 115060  |
| 1121  | DARIEN       | CONN  | 203  | 65.5 | 4.270 | 32   | 1.17071 |
| 1122  | REDDING      | CONN  | 203  | 938  | 2463  | 71   | 511200  |
| 1127  | LIVINGSTON   | NJ    | 201  | 992  | 0782  | 30   | 209360  |
| 1127  | LIVINGSTON   | NJ    | 201  | 992  | 0782  | 30   | 313320  |
| -1    |              |       |      |      |       |      |         |

| 2032 333 70  |                  | -   | 7121                         | 12-7200  |  |
|--|------------------|-----|------------------------------|--|--|
| 1127 LIVINGSTON<br>1130 LIVINGSTON<br>1201 NEWARK<br>1201 LIVINGSTON | NJ 201<br>NJ 201 | 992 | 0782<br>0782<br>2600<br>0782 | 118 1413380<br>110 1311350<br>17 109390<br>30 213320 |  |

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|--|---|--|--|--|--|---|---|----|
| 209  | 25 233 70   | 2 000  |  | 333  | 7:20   |   | 2-7340  |    |
| 1204<br>1204<br>1204<br>1204<br>1206<br>1206<br>1206<br>1207<br>1207 | STAMFORD<br>STAMFORD<br>REDDING<br>WYCKOFF<br>PITTSBURGH<br>NEWARK<br>STAMFORD<br>STAMFORD<br>STAMFORD<br>STAMFORD<br>ATLANTA | CONN<br>CONN<br>CONN<br>CONN<br>CONN<br>CONN<br>CONN<br>CONN | 203<br>203<br>203<br>203<br>412<br>203<br>203<br>203<br>203<br>404 | 35938872493332<br>9872493332<br>33323333333333333333333333333333 | 4914<br>1656<br>4924<br>2468<br>5837<br>5750<br>2656<br>4924<br>4934<br>9810<br>2071<br>4934 | 220<br>40<br>58<br>94<br>90<br>62<br>40<br>76 | 809010<br>200000<br>401050<br>111111<br>100510<br>3209310<br>410170<br>526000<br>424870<br>434070 | in |
| 2208   | PITTSBURGH<br>FEDDING   | CONN   | 41.2   | 938  | 5750<br>2458   | 201   | 701330<br>2524090   |    |
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| 209    | 6 333 70            | 2 000   |         | 333     | 71 20 |     | 1-734       | 1   |
| ***    |                     |         |         |         |       |     | 200000      |     |
|        | STAMFORD            | COMM    |         |         | 4924  | 40  | 309247      | 201 |
| 1231   | STAMFORD            | COMM    | 203     | 3 2 2   | 9810  | 300 | 132,0497-   | 1.  |
| 1223   | STAMFORD            | COMM    | 203     | 329     | 9:96  | 272 | 1411 111    |     |
| 1232   | STAMFORD            | COMIN   | ?)3     | 3.33    | 4924  | 32  |             |     |
|        | STAMFORD            | CONN    | 203     | 322     | 9830  | 300 | 865530      | ZEI |
| 2 22 2 | CACAMATS            | CONN    | 203     | 333     | 4924  | 40  | 23 3357     |     |
| 1232   | STAMFORD            | COMM    | 203     | 327     | 11 87 | 52  | 41 63 17    |     |
| 1232   | STAMFORD            | COHN    | 203     | 348     | 6573  | 40  | 31 6440     |     |
| 1223   | CUMBERLAND          | MD      | 301     | 722     | 6523  | 285 | 709120      |     |
| 1233   | PITTSBURGH          | PA      | 4:2     | 473     | 5750  | 890 | 35% 6476    |     |
| 1214   | STAMFORD            | COAN    | 203     | 355     | 2702  | 40  | 109150      | 1.  |
| :214   | PITTSEURGH          | PA      | 412     | 47      | 5750  | 90  | 176         | 260 |
| 3224   | STAMFORD            | COMM    | 203     | 329     | 7454  | 136 | 211 6270    | 16. |
| 1215   | WASHIMGTON          | DC      | 252     | 833     | 833.1 | 80  | 11,5500     |     |
| 3215   | REDUING             | CONIN   | 303     | 938     | 2468  | 349 | 127 2 0 ; 0 |     |

| 20   | 97333_7   | 000 2  |  | 333  | 7220   |   | 2-7340  |                  |
|--|---|--|--|--|--|---|---|------------------|
| 1215<br>1220<br>1220<br>1221<br>1222<br>1222<br>1222<br>1222 | ATLANTA DARIEN STAMFORD STAMFORD ATLANTA ENGLEWOOD REDDING STAMFORD UNION CITY PITTSBURGH STAMFORD SOUTHFIELD STAMFORD STAMFORD | GA<br>CONN<br>CONN<br>CONN<br>GA<br>VJ<br>CONN<br>CONN<br>HJ<br>PA<br>CONN<br>MICH | 404<br>203<br>203<br>203<br>203<br>404<br>203<br>203<br>203<br>203<br>203<br>203<br>203<br>203<br>203<br>203 | 588<br>655<br>322<br>329<br>538<br>938<br>938<br>471<br>324<br>471<br>354<br>324 | 2071<br>7427<br>9810<br>3050<br>0454<br>2073<br>2726<br>2468<br>4332<br>6017<br>5750<br>4924<br>4400<br>3050 | 945<br>132<br>64<br>40<br>420<br>423<br>130<br>40<br>40<br>40<br>40<br>40<br>40<br>40<br>40<br>40<br>40<br>40<br>40<br>40 | 275 3260<br>92 3590<br>52 42 30<br>23 42 80<br>12 52 00 5<br>22 62 90<br>12 62 70<br>82 52 60<br>32 40 80 | इक्ष<br>श्रुमीयो |
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| Statement of Calla and Tel |  |
| 333 7000 2 333             |  |
| 1229 PITTSSURGH PA 412 471 | 5750 2:5   |
| S206 PITE                  | 5753 265 209370  |
| 1207 STAMFRO CT COL 322 9  | 9810 365 331 0444  |
| 1214 PITB P4 COL 473 5     | 3750 365 2333264   |
| 102 PITB PA COL 472 5      | 757 335 323234   |
| 203 PITB PA COL 473 5      | 537 2040 4034554   |
|                            | 537 225 780354   |

SUBTOTAL 20873

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| \$204 BOOMTOM<br>\$205 PITTSBU                   | 33 70:00 2 333 75:23                      |                |
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| 1225 BOONTON                                     | 10H 0. 5-1 30-                            | 2-7340         |
| 46 9 11- 11(11)                                  | 7 6 2 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 | - /340         |
| NCTION   | 201 2750                                  |                |
| 1219 STAMFORD                                    | NJ 201 335 6232                           | 95 33 ccao     |
| 1250 STAMEDON                                    | CONN 203 335 6232                         | 2- 4-522.      |
| 1229 STAMFORD                                    |   | 2- 64 5700     |
| 1220 DENVER                                      | CO: 203 3-2 -468                          | 35 230150      |
| 153: C- VER                                      |   | 208 1711030    |
| 1221 STAMFORD<br>1222 STAMFORD<br>1226 REDDITION |   | 208 17:2030    |
| 100 STEMFORD                                     |   | 7. 2. 4660 673 |
| SZ26 REDDING                                     |   |                |
| 102 REDDING                                      | CONN 203 333 4924<br>CONN 203 930 4924    | 1- 4/45030     |
| 102 REDGE G                                      | 503 503 4934                              | 3/-//-         |
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|  | 2011                                      | 10 8:1050      |
| 333 7, 29  | CUNN 203 938 2468                         |                |
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|                       | Infernation on Custo   | mer Sie om e  |   | •.   |   |
|                       | 2492 333   | 7000 2 333  | 7120  | 2-04-73  | 00                                      |
|                       |  | CONN 203 938 :  | 9196 172<br>4924 32<br>3468 136   | 141627 OLJ<br>11732 11J<br>101108 OLJ  | SM 8 8 8                                |
|                       | 108 ST. MF CRD<br>108 DARIEK<br>108 PITTS FURG<br>108 PITTS FURG<br>109 STAMF CPD  | CONN 203 348 (<br>CONN 203 655 7<br>H PA 412 471 5<br>H PA 412 471 5<br>CONN 203 322 4  | 6573 64<br>7427 52<br>5750 715<br>5750 140  | 51502 01J<br>41515 01J<br>281522 01J<br>51654 01J  | 6 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 |
|                       | 109 STAME CRO  | COMN 203 356 3<br>COMN 203 223 4<br>H PA 412 471 5<br>COMN 203 356 3  | 2702 40<br>1924 32<br>1750 90<br>1702 40  | 31451 01J<br>31725 11J<br>11438 0.J<br>11508 01J<br>91439 01J  | 8.<br>8<br>8<br>8<br>8                  |
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|                       | Information on Customer  | Stelement   | the second second second second   |  |   |
| -<br>-<br>-<br>-<br>- | 2493 323 70  | 00 2 333 712  | 0   | 2-04-73  | 00                                      |
| . !                   | 110 NEWAPK 110 STAME ORD 111 WYCKOFE 112 MORPISTOWN 115 SOUTH BEND 115 STAME ORD 115 STAME ORD 116 STAME ORD 116 STAME ORD 117 STAME ORD 118 STAME ORD 118 STAME ORD | NJ 201 891 563 NJ 201 539 675 ND 219 284 264 CCNN 203 323 492 NJ 201 484 030 CONN 203 329 919 PA 412 471 575 CCNN 203 322 981 CONN 203 322 981 MICH 313 556 500 CONN 203 356 200 CONN 203 938 246 | 4 17 2<br>4 52 4<br>7 3C 1<br>9 35 2<br>6 1CC 1<br>4 32 1<br>6 208 17<br>6 208 17<br>6 208 17<br>6 4C 3<br>0 4C 3<br>0 4C 3 | 1534 OlJ<br>1625 OlJ<br>1654 OlJ<br>1600 OlJ<br>1601 OlJ<br>1710 11J<br>1132 OLJ<br>1624 OLJ<br>1604 OlJ<br>1013 OlJ<br>1203 OLJ<br>1203 OLJ<br>1129 OlJ | 8863333888888838                        |
|                       | 2494 233   | 7000 2 333 7  |   | 2-04-73  | . 00                                    |
|                       | 122 GREENWICH 122 PITTS DUPG 123 RIDGE WEGE 123 PITTS BUPG 123 GREENWICH 123 PITTS BURG 123 STAMFFED 123 WYCKEFF 123 WYCKEFF   | H PA 412 471 5 NJ 201 652 3 H PA 412 471 5 CONN 203 869 3 H PA 410 471 5 CONN 200 233 4 NJ 201 991 5 NJ 201 991 5   | 210 25<br>77.0 441<br>.029 20<br>.750 90<br>.751 35<br>.750 3.17<br>.924 76<br>.837 44<br>.537 99<br>.750 90<br>.837 99     | 11334 01J<br>21411 01J   | 888888888888888888888888888888888888888 |

| Information on Custo  | mer Statement  |  |   | - 569A                                |
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March 1, 1973

Mr. Robert C. Thompson Manager of Manpower Placement Olin Corporation 120 Long Ridge Road Stamford, Connecticut 06905

Dear Bob:

come

So far I have not been able to keep up with much for your Chemicals' Manager of Compensation, except for the attached, who at this current \$23,100 would require a starting salary of \$27,000 or possibly \$26,000. Can you go this high?

We have blotted out his name and companies at his request to protect his anonymity at this stage. He is in your area and would not require relocation. If per chane you can figure who is is, I know you will respect the confidence.

I will call you in a few days to see about this and how else we may be able to help you.

V. A. Karl, 804 Dallam Road, Newark, Del. 19711, 31 https://discommended.com/
Thoma - (302) 731-4958 (Home) 575ASManded, Sent Size

(302) 429-5265 (Office) (203) 322-4083

D.O.B.: March 20, 1932 Marital Status: Married, w/7 children

Education: 1954 - A.B., Seton Hall Univ.; 1960 - LLB, Fordham Univ. School of Law; 1970 - LLM (Labor Law), New York Univ. School of Law

# Employment History: Corporate Staff Experience (52 years)

Employed since August, 1967 as Labor Relations Coordinator for the Columbia Gas System, reporting directly to the corporate Vice President - Employee Relations. The Labor Relations function operates within a multi-location, multi-union collective bargaining situation. Most of the twenty-one bargaining units are represented by OCAW, UWUA (Utility Workers), or District 50 (now Steelworkers). As Labor Relations Coordinator, the primary interface was with the Labor Relations Managers and/or Employee Relations Directors of the Operating Groups, monitoring developments and providing guidance in respect to a wide range of Personnel, Labor Relations, and Employee Benefits activity and problems affecting bargaining unit employees. Preventative labor relations is an important aspect of the function, with particular emphasis upon countering organizing attempts and maintaining non-union operations within a substantial, unrepresented segment of the workforce.

### Specific Activities:

- participate in the formulation of labor relations policies/
- coordinate management position in respect to issues of inter-Group or System concern.

- provide guidance in respect to the preparation for and conduct of labor contract negotiations, including the application of pertinent Wage Stabilization regulations; develop contract language, including special requirements, such as Pay Board Contingency clauses and sliding date stipulations.
- provide guidance in the areas of grievance handling, labor arbitration proceedings and NLRB proceedings.
- develop preventative labor relations strategy; formulate
   Company game plan and employee communications in response
   to organizational activity.
- identify the labor relations considerations and ramifications associated with proposed acquisitions and start-up of new facilities, and recommend appropriate structuring in respect thereto.
- analyze specific significant labor relations problem situations and develop alternatives and tactics for problem resolution.
- monitor various informational sources to identify significant trends and developments, e.g., key settlements, court and arbitration decisions.
- conduct surveys and research projects of a labor relations and labor economics nature.
- provide guidance in matters related to compliance with EEO, OSHA, FLSA, and ADEA regulations.

- review proposed modifications of various Personnel policies and procedures; draft or review sensitive employee communications.

## Employment History: Plant Level Experience (7 years)

Employed for four years (1963-1967) by the Engine and Electronic Divisions of Curtiss-Wright Corporation, progressing from Labor Relations Representative to <u>Director</u>, <u>Personnel</u> (Electronics Div.) reporting to the General Manager. Was Chief Spokesman in labor contract negotiations and in Grievance Procedure and in charge of total Personnel function, plus plant security. Supervised twelve employees. In addition to the Labor Relations activity, responsibilities included:

- recruitment and placement at all levels.
- plant protection and classified document control.
- management training and development.
- administration of Safety program, including In-Plant medical facility.
- employee benefits administration and various personnel services.
- wage and salary administration.

Unions lealt with at Curtiss-Wright were IAM, UAW and OFETU, which represented hourly and/or clerical/technical employees.

From 1960 to 1963, I was employed in a Personnel generalist capacity at the Perth Amboy (New Jersey) refractories manufacturing plant of the Carborundum Company.

THE MARK GROUP 31 Turn-of-River Rd. Stamford, Conn. 08005-(203) 322-4383

578A

#### BUSINESS EXPERIENCE

.5/67-Present

### Administrative Personnel Manager

Responsible for development, implementation and coordination of competitive and equitable personnel policies, programs and practices on a corporate-wide basis. Maintain and administer corporate salaried programs and structures. Update and revise salaried structure, introducing Rising Percentage Differenti. Salary Structure Concept. Participate in union contract negotiations as corporate representative. Conduct executive recruitment campaigns, up to and including Vice Presidential levels. Assist and advise corporate and divisional management on personnel policies, procedures and problems. Develop Corporate Managerial Inventory System. Administer incorporation of Corporate Acquisition personnel functions into the Hewitt-Robins system. Position entails 30% travel coast to coast including Canada.

11/69 Assumed added responsibility for Corporate Office Services Department, a staff of eight people, and an initial annual budget of \$265,000. Responsible for re-establishing and initiating a cohesive corporate office services function Directed consolidation for four separate locations into one. Initiated office controls and procedures. Decreased departmental expense 20%.

6/64-5/67

RCA COMMUNICATIONS, INC. 60 Broad Street, New York, New York Administrator, Personnel Practices

Introduced formal Managerial Job Evaluation Plan throughout the Company. Assin administration of formal salary program. Analyzed and recommended solutions to varied range of hourly and salaried rate administration problems. Administration program beveloped effective formal Company Absence Control Program. Provided basic statistical data for union negotiations. Performed special studies in areas of: Advanced Planning, Office Administration, Labor Relations, etc.

10/61-6/64

GENERAL TIME CORPORATION
355 Lexington Ave., New York, New York
Personnel Assistant

Handled personnel functions for the Corporate Office. Responsible for employment procedures for candidates from clerical to middle management levels.

Administered Corporate Managerial Evaluation Plan; re-evaluated and adjusted salaried structure. Upon serious illness of Vice President concluded negotiations for a Comprehensive Medical Insurance Plan with the insurance Carrier.

579A

ADDENDUM

11/70-Present

Corporate Manager, Compensation

Develop and administer(as appropriate) corporate and divisional salary administration programs; develop Corporate wide exempt structure and selected non exempt structures. Monitor and coordinate executive incentive bonus program. Direct corporate headquarter salary administration program. Monitor and control corporate wage control compliance, assist and advise divisional personnel in areas relative to governmental controls. Participate in development, justification and implementation of the Performance Share Plan.

THE MARK GROWN
31 Turn-of-River Rd.
Stamford, Conn. 00005 ...
(203) 322-4303

580A

#### PERSONAL DATA

Married - Two Children Home Owner

Willing to Relocate Veteran - U.S. Navy

B.B.A. 1961 Bernard M. Baruch School of Business and Public Administration Additional courses in Graduate Curriculum at New York University.

Member of Board of Directors for "The Southern Connecticut Chapter, American Society for Personnel Administration".

#### REFERENCES

Suitable references supplied upon request.

EASTMAN DILLON, UNION SECURITIES & CO. INCORPORATED

799 MAIN STREET
HARTFORD, CONNECTICUT 06103
203 278-7920

From the desk of: Eugene F. Lawlor

This is the Fellow

That I talked to your

about them.

She prints

And the state of the second of t

.Confidential

122 Pioneer Drive West Hartford, Conn. 06117 February 22, 1973

Mr. Eugene Lawlor Blyth, Eastman Dillon & Co. 799 Main Street Hartford, Connecticut

Dear Gene,

Thank you for a most enjoyable lunch and your interesting comments on the many subjects we discussed.

Enclosed is my resume as promised.

As you know, I am now Vice President Finance and Administration of Heublein International Ltd. Heublein International was created approximately two years ago by the consolidation of Kentucky Fried Chicken International and the International Beverage Operation. I participated in the financial and operational development of the Division where sales have risen from \$20 million to \$52 million and profits from \$1.2 million to \$6 million in the two year period.

Thank you again and best personal regards.

Sincerely,

Richard G. de Lambert

RGdL:ebk Enclosure

#### Richard G. de Lambert

#### Home Address:

122 Pioneer Drive West Hartford, Connecticut (203) 232-2285

#### Personal

Born: July 17, 1935
B. A. Accounting - 1957
Hofstra University, N. Y.
Married: 2 children
Flüent: English, French
Competent: Spanish, Italian
German

<u>HEUBLEIN, INC. 1971 - Present</u>. Alcoholic beverages and food products. (Kentucky Fried Chicken).

Vice President, Finance and Administration - Heublein International Ltd.

Responsible for financial, accounting, administrative and export activities.

Integrated Kentucky Fried Chicken and Heublein International activities in 20 countries; refinanced subsidiaries; completed two major acquisitions; installed major profit improvement programs which contributed substantially to profit increase from \$3.8 million to \$5.5 million

AMERICAN STANDARD, INC. 1968 - 1971: Manufacturer of sanitary heating, ventilation, heavy equipment, bank and security information systems.

General Manager, Distribution Services, International Export Division, New York and London.

Responsible for sales negotiations, service, purchasing, shipping and advertising.

Set up centralized sales service offices in New York and London; engaged and trained personnel on product and total service concept in this complex business. Changes instituted produced savings to the Corporation in excess of \$400,000 annually.

Established new financing system for European exports at favorable interest rates.

INTERNATIONAL BASIC ECONOMY CORP. (IBEC) 1959 - 1968: Diversified multinational corporation - industrial, housing, food and financial services.

(1964 - 1968) - Regional Manager (Europe) Arbor Acres Farm, Inc. Glastonbury, Connecticut and Rome, Italy. (world's largest poultry breeder).

Responsible for the overall operating results of eight subsidiary operations in Europe and two licensees. Increased sales from \$6.9 million to 8.3 million Moved from a loss of \$1.2 million to a profit of \$500,000 in a period of decreasing margins.

Position required close orientation to market direction and accurate medium range planning as the poultry product has an 18 month lead time, no shelf life and is subject to severe market fluctuations.

Negotiated contract with an agency of the Bul, rian Government to produce Arbor Acres poultry products in Bulgaria.

(1963 - 1964) - Assistant to Vice President - Europe Madrid, Spain.

Responsible for reports and financial analyses on expansion and acquisition plans in Europe.

Coordinated European activities of 18 subsidiaries in diversified fields of activity.

(1961 - 1963) - Director of Administration, IBEC S.A., Geneva, Switzerland.

Responsible for the establishment and supervision of administrative and financial activities of IBEC's European pneumatic and hydraulic division throughout Europe.

Duties included formation of subsidiary companies, engaging personnel, training and implementation of sound financial procedures.

At the same time, Assistant Treasurer IBEC, principle European financial officer of IBEC, responsible for financing programs, loan negotiations, and financial projection.

(1959 - 1961) - Assistant Comptroller, IBEC, New York

Responsible for preparation of the Company's consolidated financial statements and general accounting and cash functions.

1958 - Second Lieutenant, Artillery, U.S. Army. (obligation completed)

### PRICE WATERHOUSE & CO. 1957 - 1959

Public Accountant, New York. Participated in audits and consolidations of various manufacturing operations.

### ADDITIONAL INFORMATION

8

Selected one of "Outstanding Young Men of America" for 1969.

Innis Arden Golf Club, Old Greenwich, Connecticut.

Varsity Lacrosse and Soccer.

585A

GW Executive Policy Manua

Defendants' Exhibit 15

EXECUTIVE POLICY MANUAL

ESTERN INDUSTRIES, INC.

Registered Manual No. 41 Assigned To Matthew J. Lawlor Les ned Annil 6, 1970

#### Mailing List - Executive Policy Manual Memorandum Chief Operating Officers

O.C. Carmichael
A.L. Carta
J.H. DeVries
W.P. Gallagher
S.R. Jaffee

E.W. Kelley

G.A. Longtin
M.L. Nash
G.H. Pitts
F.V. Rogers
J.J. Shaw
G.A. Wilson

### Corporate Headquarters

Charles G. Bluhdorn Roy T. Abbott, Jr. Neil Call Martin Davis William Flatley Norman Forson Don Caston Robert Jones Robert Lardon Matthew Lawlor Lawrence Levinson Gerald Ritthalor Joel Roth George Yarbenet

### TABLE OF CONTENTS

Foreword

Maintenance of Manual

Financial Section

Forecasts and Financial Reporting Capital Expenditures Long-Term Commitments Encumbrance of Assets Cash Management and Bank Relationships Information to Credit Agencies, Others Changes in Accounting Policy or Procedures Administration  $F \in \mathbf{e}$ 

Personnel Section

Personnel Policies

Equal Opportunity
Bondability
Key Employees - History and Compensation
Mandatory Retirement
Personnel Lists
Conflict of Interest
Employment Agreements
Patents and Inventions

Promotional Opport ities

No Solicitation Rule

General Section

Leases

Real Estate Leases
Sale and Lease-Back
Vehicle Teases
Leases on Personal Property
All Leases on New Revenue Producing Assets and
Data Processing Equipment

Contract Termination

#### TABLE OF CONTENTS (Continued)

General Section (Continued)

Acquisitions by Subsidiaries
Preparation and Examination of Tax Returns

Federal Income Tax Returns Estimated Federal Income Tax State Returns Other Domestic Returns Tax Return Examinations Foreign Tax Returns

Balance of Payments Reports Government Contracts and Renegotiation

> Government Contracts - Examinations Renegotiation - General Returns

Corporate Insurance Group Insurance and Retirement Safety Service of Citation Corporate Antitrust Policy

Reciprocity
Pricing
Selection of Customers or Suppliers
Intra-Company Purchases
Governmental Investigation or Requests for Information

Professional Services
Public Relations Policies
Corporate Identification Program
Inventions
Charitable Contributions

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#### FOREWORD

From a single-product manufacturer in 1957, Gulf + Western Industries, Inc. has become a multi-national corporation with extensive operations in many fields.

In achieving this spectacular growth, it has been the policy and philosophy of G + W to delegate the responsibility for success to the operating heads of its groups or companies.

Only those administrative functions which, by being performed at the Corporate level can best serve the interests of all, are withheld from local jurisdiction.

The objective of this manual is to communicate to our subsidiaries and divisions those matters which require direction from Corporate management. The policies within are primarily in the financial, legal, and personnel areas and are not operational.

Operating policies, as well as the performance of each subsidary as measured against their approved plan, rests with the chief executive office of each subsidiary or division.

> David N. Judelson President

# MAINTENANCE OF MANUAL

This Gulf + Western Executive Policy Manual is confidential.

All executives issued this manual will use utmost discretion in releasing any information contained herein to unauthorized persons.

Manuals are individually numbered and registered to the chief executive officer of each subsidiary company or division.

Name, registration number, and date of issuance are indicated on the title page. It is the responsibility of the chief executive officer to see that his manual is properly maintained.

591A

G Executive Policy Manual

FINANCIAL

592A

# FORECASTS & FINANCIAL REPORTING

It is the policy of G + W to run a planned business, from the corporate level down through the last level of operation. Each manager within the corporation is required to develop his own plans, accept them as a commitment, and be prepared to be measured on the degree of success achieved compared against his plans.

Annual and quarterly Forecasts and monthly financial reports are required of each operating subsidiary of Gulf + Western Industries, Inc. and are to be submitted in accordance with the schedules and specifications of the G + W Corporate Treasurer.

Page 1 of 1

May 8, 1948

593A

# CAPITAL EXPENDITURES

Capital Expenditures at Gulf + Western will be forecast annually to provide information on funds required, and to ensure that limitations in corporate loan agreements are not exceeded. Capital Expenditures will not be undertaken without prior approval of the corporate office.

Annually, as part of the business plan, each individual project requiring the expenditure or investment of more than \$50,000 for fixed asset capitalization w\_ll be listed within each classification. Unless the listed projects make up less than two-thirds of the requested total group requirements, projects under \$50,000 of capitalization will be combined within each category. Additional specific projects will be listed until two-thirds of the requested authorization is covered.

# LONG-TERM COMMITMENTS

Prior approval must be obtained for any sales or purchase commitment, other than a lease, with a duration of more than twelve months.

# ENCUMBRANCE OF ASSETS

No subsidiaries will mortgage or encumber its assets nor purchase any assets subject to mortgage or encumbrance without prior approval from the corporate office.

# CASH MANAGEMENT AND BANK RELATIONSHIPS

The subsidiaries are responsible for management of all cash within the framework of the Gulf + Western Industries corporate policies.

- 1. All borrowing for G + W and its subsidiaries will be done by the G + W corporate office. Any subsidiary needing funds is to borrow only from G + W or a G + W subsidiary, unless specifically authorized by the G + W corporate office. Interest charged will be at the current G + W intercompany rate.
- 2. All banking relationships must be approved by the G + W corporate office. Operating accounts must be maintained at a major bank designated by G + W. Local banks must not be used unless they provide a necessary service which cannot be provided by the G + W designated bank. When an account at a local bank is approved, it must be set-up on a basis of having the minimum in fund balances.
  - 3. The subsidiary must keep its cash to minimum operating requirements. Should the subsidiary have cash funds in excess of its immediate needs, the Treasurer of G + W so be notified immediately. (For purposes of this policy, "excess" is defined as \$50,000 available

Page 1 of 2

May 8, 1968

# CASH MANAGEMENT AND BANK RELATIONSHIPS (continued)

for five days.) The Treasurer may then request that the funds be transferred to the G + W corporate office or to another G + W subsidiary on a loan basis. The subsidiary lending the funds will receive interest at the current intercompany rate.

- 4. All subsidiary bank accounts should be set up to require the signature of at least two persons for any withdrawal, with the exception of imprest accounts such as petty cash, payroll, local manager accounts, etc.
- 5. Up-to-date copies of all bank account signature cards and related corporate resolutions must be forwarded to the G + W Resident Counsel.
- 6. No subsidiary will guarantee, endorse or discount any obligation, except for collection, or except for chattel mortgage notice arising from the sale of equipment from inventory or except with prior approval of the practice from the corporate office.

May 8, 1968

Page 2 of 2

# INFORMATION TO CREDIT AGENCIES, OTHERS

Subsidiaries may furnish credit agencie such as Dun & Bradstreet, and selected suppliers, with a balance sheet, but <u>not</u> with a statement of earnings.

The balance sheet should show shareholders equity as one amount. The balance sheet and transmittal letter to the agency should be submitted to the Treasurer of Gulf + Western for review and forwarding to the credit agencies involved.

599A

GW Executive Policy Manual

#### CHANGES IN ACCOUNTING POLICY OR PROCEDURES

Existing accounting policies and procedures may not be changed without first consulting with the G + W corporate Treasurer's office. Requests for revision must be in writing and should state the present policy, proposed changes and reasons for such changes.

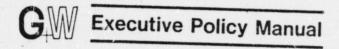
#### ADMINISTRATIVE FEE

To offset the general administrative expenses of G + W corporate office, an administrative fee is charged to each subsidiary. The amount of the fee for each subsidiary is established by the Treasurer of G + W based on a formula including sales, earnings, and operating assets. The fee is subject to review and revision on an annual basis.

601A

GW Executive Policy Manual

II. PERSONNEL



### PERSONNEL POLICIES

In addition to the procedures and policies already established by each subsidiary, the following personnel policies, if not already in force, must be placed in practice throughout each company.

# A. Equal Employment Opportunity

It is the policy of Gulf + Western Industries, Inc.
to provide equal opportunity for employment to
individuals of all races, creeds, color, ages,
nationality and sex with due regard to their relative
qualifications and abilities.

Accordingly, all subsidiary management must ensure that opportunity for equal employment is afforded in the:

- 1. Recruitment of all new employees.
- Promotion, transfer, termination or other placement of employees.
- Training and development of employees for future advancement.
- 4. Compensation for work performed.
- 5. Use of facilities provided by the company for its employees.

#### PERSONNEL POLICIES (Continued)

#### B. Bondability

Any person not bondable shall not be hired by the company.

#### C. Key Employees

### 1. Employment History

In the event a key employee (including, but not limited to, any employee likely to receive annual compensation in excess / \$20,000 including salary, commissions, and/or bonus) is hired, appropriate information, including a photograph, should be furnished the personnel department, G + W corporate offices.

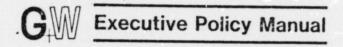
#### 2. Compensation

Any change in salary, bonus and/or comm.ssions for any G + W employee who is to receive (or likely to receive) over \$20,000 per year as a result of combined bonus, commissions and/or salary must be approved, in writing, by the G + W Executive Compensation Committee.

## D. Mandatory Retirement

All subsidiaries should observe mandatory retirement of employees at age 65. In certain situations, this

### 6C4A



#### PERSONNEL POLICIES (Continued)

policy may be waived, but only by review and approval in writing by G + W corporate offices.

#### E. Personnel Lists

In order to ensure the privacy of employees and protect the interests of management, lists of employees names and/or addresses should not be distributed. If prepared for any reason, such lists should be treated as extremely confidential and should not be released to persons without specific authorization from the president of the subsidiary concerned.

### F. Conflict of Interest

To avoid the possibility that conflicts of interest may arise or exist between the company and its employees, no employee shall have any relationships or engage in any activities which will impair their independence or judgement; no employee shall have a personal or financial interest in customers or suppliers of the company, or in the business of a competitor which would affect their decisions or actions; and no employee will accept gifts or favors from an one with whom the company does business, except promotional and advertising gifts of purely

#### PERSONNEL POLICIES (Continued)

nominal value. If any possible conflict of interest arises, the individual employee must disclose all facts relating thereto to his irmediate superior.

Key employees are required to complete an annual questionnaire regarding possible conflicts of interest.

#### G. Employment Agreements

No subsidiary of Gulf + Western shall enter into an employment agreement with any employee which is not terminable at the option of the company upon thirty (30) days notice. Exceptions to this policy must be approved for subsidiaries by the Gulf + Western vice president in charge of their operations and, prior to execution, a copy of the agreement must be forwarded to the Resident Counsel, G + W corporate offices.

### H. Patents and Inventions

All appropriate employees will be required to enter into an employee inventions and confidential information agreement.

606A

G Executive Policy Manual

#### PROMOTIONAL OPPORTUNITES

Gulf + West recognizes that employees are our most important n tral resource. To this end, we must continue to provide an opportunity to maximize individual employee potential, to achieve personal ratisfaction and to develop management capabilities. In keeping with these objectives, it is the policy of G + W to promote employees to openings within each organization of to other management positions throughout the corporation. This policy will ensure a flow of competent replacements from within the corporation to fill future management positions.

#### NO SOLICITATION RULE

Non-employees may not solicit funds for any purpose, distribute literature, or solicit membership in any organization on company property at any time.

Employees may not distribute any literature, solicit membership in any organization, or collect funds for any purpose during their working hours on company property at any time. Working hours do not include lunch periods, coffee breaks or the time before and after an employee's working time commences or ends.

608A



GW Executive Policy Manual

III. GENERAL

#### LEASES

#### Real Estate Leases

All leases, ica ing renewals, unless specifically excepted by the Resident Counsel, G + W corporate offices, which are negotiated by subsidiaries of Gulf + Western Industries, Inc. must be submitted to the Resident Counsel, G + W corporate offices, for approval prior to execution. All leases must be signed by the Resident Counsel, who will retain a copy of the same for the central lease file.

#### B. Sale and Lease-Back

No subsidiary shall "sell and lease-back" real or personal property.

#### C. Vehicle Leases

All vehicles must be leased under leasing arrangements made by the corporate Vehicle Leasing Department, unless prior written approval is obtained for a departure from this policy.

#### D. Leases on Personal Property

All leases on personal property (other than vehicles) with a term of 5 years or more (including renewal options) must be submitted to the Resident Counsel, G & W corporate offices, for approval prior to execution.

- 610A GW Executive Policy Manual

LEASES (Continued)

E. Leasing of Revenue Producing Assets and Data

Processing Equipment

All leases on revenue producing assets and data

processing equipment must have prior approval

before execution.

#### CONTRACT TERMINATION

All contracts which are not terminable within 90 days without liability must be reviewed and approved by G W corporate office prior to execution.

#### ACQUISITIONS BY SUBSIDIARIES

All subsidiaries are responsible for external as well as internal growth.

External growth involves the acquisition of sound companies which are an extension of the Division's or Group's business, and their evolutionary or demand-related business. The G + W corporate offices should be consulted before proceeding with an acquisition beyond their own business sphere.

Coordinating their efforts with the G + W corporate offices, the subsidiary contemplating the acquisition must perform the preliminary activities including:

- Reviewing operations
- Reviewing desirability and compatibility
- Identifying opportunities

The right to discuss terms and conditions is the sole responsibility of the G + W corporate offices.

#### PREPARATION AND EXAMINATION OF TAX RETURNS

It is the policy of G + W to maintain a tax planning staff who will be responsible for the maintenance and execution of corporate-wide policies concerning all taxes.

#### A. Federal Income Tax Returns

Gulf + Western files a consolidated federal income tax return prepared by the G + W Tax Department.

The subsidiaries have no federal income tax return responsibility other than completing the tax return schedules sent to them at year-end by the G + W Tax Department.

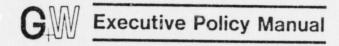
### B. Estimated Federal Income Tax

Gulf + Western files a consolidated federal declaration of estimated tax. Therefore, the subsidiary has no responsibility other than calculating and forwarding to G + W each installment as it becomes due. The necessary estimate calculation forms will be furnished to each subsidiary quarterly.

#### C. State Returns

All state income tax returns, state franchise tax returns, annual reports and statements of capital employed are prepared and filed (except where special

#### 614A



#### PREPARATION AND EXAMINATION OF

TAX RETURNS (Continued)

arrangements have been made) by the G + W Tax Department. All such state and local tax forms received by subsidiaries are to be forwarded to the G + W Tax Department immediately.

All property rendition statements are to be prepared or reviewed by the G + W Tax Department, depending on the individual arrangements made with each subsidiary and/or operating division.

#### D. Other Domestic Returns

All payroll tax returns, sales and use tax returns and other miscellaneous returns not mentioned above should be prepared and filed by each subsidiary. If there is any question about return responsibility, the G + W Tax Department should be contacted for clarification.

#### E. Tax Return Examinations

You are to notify the Gulf + Western Director of Taxes immediately by telephone of all impending federal income tax return examinations or examinations involving state returns, prepared by the G + W Tax Department. All correspondence and inquiries received with respect to returns prepared by the G + W Tax Department should



# PREPARATION AND EXAMINATION OF TAX RETURNS (Continued)

be forwarded to Gulf + Western immediately.

The G + W Tax Department is ready to assist you with any tax problem you may have.

#### F. Foreign Tax Returns

Other than in certain specific cases, the responsibility for preparing and filing tax returns in countries other than the United States rests with the G + W subsidiary operating in the particular country.

- 616A



G.W Executive Policy Manual

# BALANCE OF PAYMENTS REPORTS

Gulf + Western files a consolidated, affiliated group, worldwide balance of payments quarterly report with the Office of Foreign Direct Investments (OFDI).

Those domestic subsidiaries which are members of the affiliated reporting group because they own overseas investments are to complete and forward to the G + W Director of International Taxation an FDI - 102 Quarterly Report within 30 days of the close of each calendar quarter.

### GOVERNMENT CONTRACTS AND RENEGOTIATION

# A. Government Contracts - Examinations

You are to notify the Gulf + Western Tax Manager or Resident Counsel immediately by telephone of any impending examination or audit of government contracts by the General Accounting Office, Renegotiation Board or any federal agency.

#### B. Renegotiation - General

Companies subject to the Renegotiation Act of 1951, are required to file an annual RB Form 1 with the Renegotiation Board to determine if excess profits have been realized from renegotiable sales (generally sales made either directly or indirectly to the United States government).

#### C. Returns

Gulf + Western files an annual consolidated renegotiation statement prepared by the G + W Tax Department. Every subsidiar, having renegotiable sales is includible in the consolidated statement, regardless of the amount of such sales. It is imperative that all sales to governmental agencies and the cost applicable thereto be

# GOVERNMENT CONTRACTS AND RENEGOTIATION (Continued)

segregated throughout the year and reported at the year end. Reporting forms will be furnished companies having direct or indirect sales to the government.

Renegotiable business includes both direct or prime contracts as well as indirect or subcontracts. In the event that you believe your company has sales subject to renegotiation, or you desire further clarification of what constitutes renegotiable business, direct your immediate inquiry to the Gulf + Western Tax Manager, corporate offices.

#### CORPORATE INSURANCE

Gulf + Western maintains a corporate insurance program to protect the assets of the corporation against:

- Loss or damage to tangible company property or to property of others for which the company may be responsible.
- Loss of corporate earnings due to business interruption.
- Responsibilities imposed by law as a result of the acts of the corporation, its employees, or the use of its products.

Accordingly, all matters pertaining to corporate insurance must be channeled through the G+W Insurance Department. Subsidiary or division management must make certain that the Insurance Department is notified immediately of new or unusual risk exposures and of incidents or accidents which might result in claims against the company. Furthermore, each member of management is expected to cooperate with the Insurance Department and its representatives on all loss prevention activities, including fire, safety and insurance.

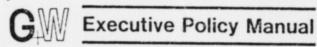
#### GROUP INSURANCE AND RETIREMENT

Gulf + Western has developed basic programs of group insurance, pension and savings for its employees.

Where feasible and shown to be of benefit, similar subsidiary plans in force shall be consolidated with Gulf + Western plans. In instances where certain provisions or plans are not available to employees of a subsidiary, studies shall be made with a view to incorporating these benefits when possible.

When requested, subsidiary or division management shall furnish the G+W Insurance Department and the Pension and Savings Department, as applicable, with copies of any and all plans in force pertaining to group insurance, retirement, pension, profit-sharing or savings. Supporting files or records should also be made available upon request and full cooperation given in any ensuing studies that are made.

No changes shall be made in any pension plan or in the pension benefits of any subsidiary without prior approval of G+W Pension Committee.



### SAFETY

Accident prevention is a matter of prime concern to Gulf + Western. It involves not only the prevention of wasteful and inefficient operations, damage to property and equipment, customer dissatisfaction and loss of goodwill, but foremost, the safety and well-being of all employees. Company management at all levels of operations, therefore, shall see that accident control receives prime attention.

- A. Subsidiary and division management shall establish and maintain a safety program in cooperation with and coordinated by the corporate safety advisor (G+W Insurance Department).
- B. Subsidiary and division management must see that:
  - 1. Each individual who supervises, directs or controls the work of others takes responsibility for the safety of each individual under him.
  - Each supervisor be made responsible for the safety of equipment and property within his area of jurisdiction.
  - 3. Each employee assumes responsibility for his own safety and conforms to all company practices and rules relating to the safe performance of his work.

- 622A

GW Executive Policy Manual

### SAFETY (Continued)

- C. The G+W Safety Advisor (Insurance Department) shall be responsible for implementing accident-prevention programs throughout the organization:
  - He shall provide staff safety supervision, assistance and advisory services for all functions and activities as necessary.
  - He shall develop recommendations for improvement of practices and procedures designed to reduce the frequency and severity of accidents.

GW Executive Policy Manual

623A

### SERVICE OF CITATION

When any legal papers are served upon any subsidiary or upon any office, agent or employee in his capacity as such, the resident counsel should be notified immediately by telephone, and the papers should be mailed special delivery to him.

G. Executive Policy Manual

- 624A

#### CORPORATE ANTITRUST POLICY

It is the policy and practice of the Company to comply strictly and in all respects with the antitrust laws. The purpose of those laws is to preserve a competitive economy in which free enterprise can flourish. The Company's insistence upon full compliance with all legal requirements in the antitrust field, therefore, is not based solely on the desire to stay within the bounds of the law, but also on the Company's conviction that the preservation of a free competitive economy is essential to the welfare of the Company and the country.

It is the individual obligation of each employee to comply with the Company's antitrust policy.

#### RECIPROCITY

Reciprocity is that practice whereby one company seeks to obtain sales of its products by agreeing to buy from a supplier provided that the supplier in turn agrees to buy from it.

Reciprocity embraces every form of agreement or arrangement to that end, whether expressed or implied, direct or indirect.

It is the policy of this Company that our purchases shall not

May 8, 1968

Page 1 of 6

625A

G. Executive Policy Manual

### CORPORATE ANTITRUST POLICY (continued)

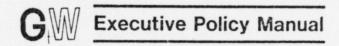
be used as a means of effecting sales of our products. All products should be sold upon their own merits, using as inducement to the customer our own superiority in such items as price, quality, delivery, service, design, etc. In the same way, our purchases should be made with the same factors in mind, so that our needs are serviced by suppliers on the competitive merits of their own products and services.

This does not mean that we must avoid purchasing from someone simply because they are an actual or potential customer. All interested suppliers should be given an equal opportunity to buy, whether or not those suppliers are or may be customers. Where a proposal from a customer or supplier or even an affiliated company is considered solely on its merits and found attractive, we are completely free to buy from that source. Conversely, if any supplier, customer or affiliated company should consider a proposal from us on the same basis and find it advantageous to him, he may act accordingly. Such transactions when based on the independent and best judgment of each party are completely proper.

All companies should be extremely careful to avoid:

Taking any action which involves or gives the appearance of involving any coercion, threat or the use

- 626A



### CORPORATE ANTITRUST POLICY (continued)

of leverage in any form to induce a customer or supplier to buy from us.

- Entering into any agreement or arrangement to buy on the condition that the supplier in turn buys from us.
- 3. Any inference that an outside supplier will not be given equal consideration along with any customer or supplier or affiliated company based upon the merits of the product and/or services offered by each.

Communications between individuals in different divisions with respect to purchases and sales is not consistent with this policy. Potential customers may deny us an opportunity on a sale on their mistaken belief that we have denied them a similar opportunity to be a supplier to us. In order to properly police this policy and to see that all suppliers have a fair and equal chance to bid on our needs, the Company has established a Director of Corporate Purchases, and such situations should be referred to such Director of Corporate Purchases whose responsibilities include the proper policing of all corporate purchasing and sales to assure that our polices in this area will be carried out.



627A Executive Policy Manual

CORPORATE ANTITRUST POLICY (continued)

### PRICING

The prices to be charged for our products must always be determined independently by the Company. In establishing our prices, it is proper to take into account all relevant factors, including our own costs, market conditions, and prevailing competitive prices as reflected in published lists and other information available to the competitor's customers. It is against the Company policy to send or receive a price list to or from a competitor at any time.

There may never be any agreement or understanding, written or oral, formal or informal, with any competitor concerning the past, present or future prices, pricing policies, discounts, or terms of sale charged or paid by the Company, the competitor, or anyone else. Consultation or communication with a competitor or any of its representatives relating to these matters is forbidden.

### SELECTION OF CUSTOMERS OR SUPPLIERS

As a general rule, the Company is free, so long as it acts independently, to select its own customers and suppliers. However, any understanding or agreement with a competitor or with a group of 'ustomers, or a group of suppliers, formal

628A



G Executive Policy Manual

### CORPORATE ANTITRUST POLICY (continued)

or informal, express or implied, to do or not to do business with a third party, is prohibited. This, of course, does not preclude independent judgments based on usual credit sources.

### INTRA-COMPANY PURCHASES

G&W believes that all of its companies compete favorably with their competitors based upon similar products or services when evaluated as to price, quality, delivery, design, technical know-how, etc. All companies are encouraged to buy from internal sources when such conditions are met. If a subsidiary fails to compete upon this basis, then the products and services should be purchased from a competitive source. However, in order to assure that all G&W companies equal or better their competitor on the basis of price, quality, design, etc., it is requested that any subsidiary report a failure of another subsidiary to do so directly to the Director of Corporate Purchases.

### GOVERNMENTAL INVESTIGATION OR REQUESTS FOR INFORMATION

It is the Company's policy to make every reasonable effort to cooperate with departments or agencies of Federal, State and Municipal governments desiring information with respect

629A G Executive Policy Manual

### CORPORATE ANTITRUST POLICY ( continued)

to the operations of the Company. However, it is the responsibility of the Legal Department to represent the Company in all contacts with Government representatives and, therefore, all such requests for information must first be referred to the Department to determine whether it is advisable for an attorney to be present at any interview or to assist in preparing written answers or reviewing documents or files requested by the Government.

If a representative of the Federal Trade Commission or of the Justice Department, or a representative of any other governmental agency, should request an interview with any officer or employee of the Company, or request copies of documents or access to files, whether the request is contained in a letter or the investigator simply shows up in person at your office, you should state that you will refer the matter to your Legal Department and that you will be in a position to reply to the request within a day or so. You should then immediately telephone the Legal Department and report the request. In the case of written requests, you should telephone the Legal Department and also send a copy of the communication to the Department.

630A G Executive Policy Manua!

### PROFESSIONAL SERVICES

The services of a local attorney, accountant, or management consultant, etc. must not be engaged without prior approval of the G+W Corporate offices.

Requests for assistance must be directed to the applicable function within the G+W Corporate offices.

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Executive Policy Manual

### PUBLIC RELATIONS POLICIES

No subsidiary may release to any communications medium, by news release or through advertising (news-papers, wire services, magazines, radio or television) any financial or operating information or any information of major significance to new products, new processes, research developments or major personnel changes without approval from the Director of Corporate Relations at Corporate headquarters.

If time does not permit the exchange of written communications, quick approval can be obtained by telephone.

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.. 632A G Executive Policy Manual

### CORPORATE IDENTIFICATION PROGRAM

A company's best interests are served when all media of communications it uses have a unified look. Such an approach provides a recognition and association which people recall when making decisions about that company. To this end, all subsidiary companies will be guided by the specifications and standards established by the G+W Corporate offices.

633A G Executive Policy Manual

### INVENTIONS

No unsolicited idea or invention may be accepted for consideration by the company or any subsidiary unless the individual submitting the idea or invention signs the standard invention disclosure form.

4A Executive Policy Manual

634A

### CHARITABLE CONTRIBUTIONS

The G+W Contributions Committee has the sole authority to determine and administer the Corporate Contributions Policy. Charitable contributions of \$100.00 each, or less, may be made by any local unit of local funds, providing that the aggregate annual amount of such contributions of a reporting entity shall not exceed the greater of \$300.00 or 1/4 of 1 per cent of the net profit before taxes of such reporting entity for the preceding year. Charitable contributions of more than \$100.00 each must be made by the Charitable Trust Committee from funds in the Gulf + Western Industries, Inc. Charitable Trust.

Each subsidiary must file an annual Contributions Budget showing the total amount, and listing all known large contributions and amounts.

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GW Executive Policy Manual

635A

## GULF + WESTERN INDUSTRIES PURCHASING POLICY

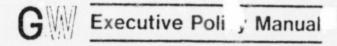
#### I. POLICY

It is the policy of Gulf + Western Industries to assure that maximum value is received for expenditures for the materials, equipment, goods and services required to produce our products. Such expenditures are approved by authorized company executives. Upon such approval, it is the responsibility of the Purchasing Organization to secure the materials, equipment, goods and services (other than real property, insurance, advertising, professional services, traffic and transportation including related services, and such other subjects as may, from time to time, be authorized elsewhere by the President of G + W Industries), and to obtain the maximum value for each dollar spent.

#### II. PUPPOSE AND SCOPE

<u>Purpose</u>: To define the organization of the Purchasing function within Gulf + Western Industries, the responsi-

### 636A



bilities assigned to Corporate Purchases and the Divisions and Subsidiaries, and the use of the Purchase Requisition. Detailed procedures and standard practices are set forth in the separate Division and Subsidiary Purchasing Manuals of which this Policy and Procedure is also a part. G + W Corporate Purchasing Policy will take precedence over Division or Subsidiary Purchasing Policy where conflicts exist.

Scope: This policy is applicable throughout the Corporation. Staff assistance on supplemental purchasing policies and procedures will be provided by Corporate Purchases to Divisions and Subsidiaries.

### III. PURCHASING ORGANIZATION AND RESPONSIBILITIES

### A. Organization

- 1. Corporate-Wide
  - a. G + W Director, Corporate Purchases will administer Purchasing policies and functions authorized for corporate-wide application.
  - b. G + W Corporate Purchases will direct the negotiation of commodities that offer a cost advantage through combined negotiation.

### 2. Operating Divisions and Subsidiaries

- a. Day-to-day operation of the division and subsidiary purchasing offices continues to be the direct responsibility of pertinent division and subsidiary operating heads.
- b. Purchasing managers assigned to the various division and subsidiary purchasing offices will administer established purchasing policies and procedures at the various levels. Such administration will, at all times, be consistent with Corporate Policies and Procedures and their administration at the Corporate level.
- B. Administration: G + W Corporate Purchases will review periodically the conformance to policy and procedure and the functional performance of the various organizational units active in the purchasing function.
- C. <u>Responsibilities</u>: The Purchasing Organiz. Jon will be responsible for the following:
  - Securing the materials, equipment, and services which the Company requires and obtaining the maximum value for each dollar spent including:

- Ascertaining that the proper Management approval of expenditures has been secured prior to committing Company funds in accordance with the approval limitations.
- Ascertaining that the requested quantity of
   materials conforms to established inventory
   control practices and procedures.
- Department, Engineering and other appropriate technical groups, that the requested quantity, quality, kind of material and delivery schedule are those in the best interests of the Company.
- d. Contacting vendors or potential vendors. Contacts with vendors considered necessary by the using Department, Engineering or other technical groups will be arranged through Purchasing.
- e. Conducting negotiations, selecting vendors, and making all contracts, agreements or other commitments.
- f. Insuring that prices paid terms of payment,

639A

GW Executive Policy Manual

deliveries of goods and performance of services are in accordance with the terms of the Purchase Orders, contracts or agreements.

In the exercise of the responsibilities listed in Paragraph 1 subraragraphs "a" through "f" above, Purchasing will work in conjunction with the Requisitioning Authority to the end that the best interest of the company will be served.

- 2. Research and Advice: Keeping informed and advising Management as to:
  - a. New and improved sources of materials and processes.
  - Laws and regulations affecting purchase and delivery of goods and services.
  - c. Probable effect of market conditions on supplies and prices of materials.
  - d. All pertinent purchasing information regarding the Materials function.
- Policies and Procedures: Planning the purchasing function and developing and administering Policies

and Procedures concerning purchasing activities and reporting to operating management any deviations from established Purchasing Policies and Procedures.

- 4. <u>Legal and Ethical Considerations</u>: Observing legal and ethical considerations in:
  - a. obtaining assistance and guidance from the Gulf + Western Corporate Legal Department to insure compliance with federal and state laws affecting Purchasing.
  - b. adhering strictly to the CORPORATE ANTI-TRUST POLICY and the corporate policy on CONFLICT OF INTEREST.
- 5. <u>Inventories</u>: Assisting in maintaining optimum inventory levels and assisting in reporting to Management any deviations from acceptable standards together with proposals for necessary corrective action.

### IV. PURCHASING REQUISITIONS

A. <u>Completion of Purchase Requisitions</u>: All requisitions for materials, equipment or services (other than the

### 641A GW Executive Policy Manual

exceptions noted in I. POLICY) shall be submitted to the appropriate Purchasing Department on a Purchase Requisition Form. Exceptions to requisitions being in written form may be authorized only by the pertinent operating head.

- B. Approval of Purchase Requisitions must be in accordance with Corporate-wide policies and procedures.
- C. The Purchasing Department has the discretionary authority to question the information provided in the Requisition including quantity, quality, kind of material and the required delivery date whenever necessary.

Defendants' Exhibit 15a

(See following pages)



Directors, officers, and other employees, and their families shall not engage in any activities, have any personal or financial interest, or have any other relationship which conflicts with their duty to be loyal to the company or which might impair, or appear to impair their independence or judgement.

For purposes of this policy, the term employees includes--but is not limited to--directors, corporate officers, division/subsidiary officers, officers of any company in which G+W holds a financial interest, and their families.

It is not feasible to describe in a policy statement all the situations which might create conflicts of interest. However, G+W's policy in many areas is presented below.

- [1] Employees shall not use their business position for personal gain.
- Employees are forbidden to use inside information for personal profit, or to disclose such confidential information to outsiders.
- 3. Employees shall not have any transactions with Gulf+Western Industries, Inc. which would create a conflict of interest situation.
- 4. Employees may not accept lavish entertainment or gifts of more than nominal value.
- (5.) Employees shall not have a financial interest in suppliers, customers, and competing companies, or any enterprise to which financing accommodations are, or may be, extended by G+W which would affect or appear to affect their decisions or actions, except when their financial interest is limited to less than 1% of a publicly held company.
- 6 Employees shall not borrow from or lend to customers or suppliers.
- 7. Employees shall not accept outside employment which would create a conflict of interest.
- 8. Employees shall not engage in outside activities which adversely affect working efficiency.
- (9) Employees are forbidden to accept or offer any unauthorized or illegal payment of any sort in connection with work for G+W.
- Employees shall not engage in any outside business with any company that is a supplier, customer, competitor, or that is in any way related to G+W.
- II.) Employees shall not serve on the board of companies which are suppliers, customers, competitors, or related companies.

ANY EXCEPTIONS OR MATTERS REQUIRED DISCLOSURE MUST BE FULLY DESCRIBED IN THE CONFLICT OF INTEREST COMPLIANCE REPORT.

The term "families" includes grouse, parents children fairt



### CONFLICT OF INTEREST COMPLIANCE REPORT

To be completed by directors, officers, and other key employees

### - 644A

I hereby certify that I have read the G+W Conflict of Interest Policy Statement and, except as fully described below, I am not now, and have not been during the past twelve months, engaged in any conflict of interest (as defined) involving Gulf+Western Industries, Inc. or any of its subsidiaries.

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Defendants, Exhibit 16

April 9, 1973

645A

Mr. Theodore F. Brophy President General Telephone & Electronics Corporation 730 Third Avenue New York, New York 10017

Dear Mr. Brophy:

Thank you for taking a few minutes of your valuable time on Friday afternoon, April 6th, to discuss on the telephone the Vice President, Personnel and Labor Relations, we are representing. (Since you felt you had not yet attached.)

You indicated that the timing was off for having someone like this on your staff. We would be pleased to hear from you whenever you feel that it might be propitious. As previously stated he is a highly capable and personable executive, and an exploratory meeting would not place you under any obligation.

Again, thanks, and we hope to hear from you later in regards to this matter. While we are a new company, my associates and I are well experienced in executive search, personnel systems, manpower planning and organization development, and we would also be pleased to discuss how we could be of service in these areas.

Sincerely.

Jerry Lestey

Enclosure

Deft. Exh. For ID

PIL Exh. In-EV

Walter Shapiro OSR

Doyle Reporting Inc.

5-29-74

April 3, 1973

Mr. Theodore F. Brophy President General Telephone & Electronics Corporation 730 Third Avenue New York, New York 10017

Dear Mr. Brophy:

We are representing on a confidential basis a highly personable Vice President of Labor Relations and Personnel at the corporate level of a major multi-diversified

He actually mentioned GTE as one of the few companies that immediately came to mind that he felt could provide the new situation he is seeking. And since we know that you do not have his kind of position at GTE Corporate, it is only natural that we

About five years ago he was selected for his present position because of personal effectiveness and great success in all phases of Labor Relations and Personnel with his other two employers, one a billion-dollar company and the other a large materials producer.

He has an excellent reputation within industry and many unions for profitable operations and harmonious labor relations. Incidentally, he was recently called to Washington to discuss an Under Secretary of Labor opening, but withdrew when it was resolved that it could not lead to the position of Secretary.

This executive, who is in his mid-forties, believes that the Employee Relations function should either make money, or, as a minimum, should be largely self-supporting. As just one example, he founded an in-house executive search unit.

He has his Bachelor and Master Degrees from two prestigious colleges, is happily married, and the father of two children. He is a veteran of USMC and his health

iis achievements, expertise and style cannot be reflected fully in print. An Interview would reveal them and the undersigned would be pleased to arrange it.

hank you for whatever consideration you give this natter.

incerely,

Deft. Exh. Fer ID Walter Shapiro CSR Doyle Reporting Inc. THE MARK GROUP, 31 TURN-OF-RIVER ROAD, STAMFORD, CONNECTICUT, 06905 (203) 322-4363

B R D-101

### EXPERIENCE

647A

## 1967-Present, MAJOR MULTI-DIVERSIFIED FORTUNE 500 COMPANY - ASSOCIATE TAX COUNSEL

Responsible for applications for revenue rulings, review of the Consolidated Federal Income Tax Return and technical direction of compliance staff. Also responsible for Foreign, Federal, State, and Local Tax Examinations, Protests and Settlements, including petitions in tax courts. Heavy emphasis on mergers and acquisitions. Some important assignments:

- Involved in planning and establishing an international chain of subsidiaries, setting up their financial and tax reporting systems.
- Established OFDI reporting procedures.
- Set up and planned an international building construction subsidiary, taking into account financial and tax consequences.
- Across the board tax planning.

Prior positions as Manager of Tax Audit (Corporate), Tax Manager (\$300 million subsidiary) and Tax Attorney (Corporate).

### 1966-1967, MAJOR COMMUNICATIONS COMPANY - TAX ATTORNEY

Responsible for preparation and review of all Federal, State and Local Tax

. Negotiated with I.R.S. on all levels.

Involved in all tax research and planning, special projects, and related financial analysis.

Dealt with various problems related to doing business in foreign countries.

### 1965-1966, FORTUNE 500 COMPANY - TAX ANALYST

Responsible for preparation of Consolidated Federal Income Tax Return. responsibility for handling all Federal tax problems for two large divisions which included forecasts, research and planning as well as the actual preparation

### DUCATION

1968, New York University Graduate School of Law - Taxation

1965, LLB (top 5%), Brooklyn Law School

1962, BS Accounting, St. Peter's College

### ERSU IAL

Married - Three Children - Age 31 - 5'10" - 170 lbs. Health-Excellent

Member of New York Bar, Tax Executives Institute, U.S. Tax Court

648A

### He can reduce corporate tax liability.

This is in reference to a <u>Tax Attorney and Accountant</u> we are representing on a confidential basis, and we thought that your company might be interested in his talent, which, as you probably know, is in short supply. (See attached Wall Street Journal report.)

Since obtaining his accounting and legal degrees, he has acquired about eight years of broad corporate tax experience with three highly successful and prestigious companies. He has progressed from Tax Analyst, Tax Attorney, Tax Manager (Subsidiary), Manager of Tax Audit to his present position of

He is thirty one, married, with three children, in excellent health, and

His resume is attached for your further consideration, and we would be pleased to provide additional information or arrange an interview.

Sincerely,

Jerry Lestey

Associate

Enclosure

# ROBERT J. Sushee & ASSOCIATES, INC. PERSONNEL CONSULTANTS

THERE IS NO FEE FOR THIS SERVICE

May 10, 1972

Box J-765 30 Broad Street The Wall Street Journal New York, New York 10004

Dear Sir:

A friend of mine appears to be well qualified for your position of Tax Director.

At 30, he has around six years' of directly related tax experience. He could readily organize and direct your Corporate Tax Department. He is currently ers were another such company and a major "communications" company. Previous employaccounting degree and is a member of the New York Bar.

He lives in Connecticut and commutes to New York City. He is married and has three children. His health is excellent and he has good image.

I am writing for him because he wants to protect his present position. He has all the qualifications for which you advertised and is interested in your openany fee to you or him. I am just interested in helping my friend make a satisfactory connection.

I would be pleased to provide additional information or to arrange an interview.



P.S. This letter is sent to replace one mailed earlier today that said your salary range would also be a fit. It was since noticed that you did negotiable on requirements.

### 650A

Prominent hospital center seeks a creative and experienced public relations specialist to join its closeknit administrative team.

Coordinate public relations activities, promote favorable publicity, initiate press releases, maintain media relations, edit house organ, precare annual reports, develop wide range of informational material. Substantial experience in the production, creative and relations aspects of this position

This position offers excellent salary, benefits and an opportunity to take an active role in the offairs of a major medical institution. Send resume including solary history in complete confidence to:

Box J-852. The Wall Street Journal

# PUBLIC RELATION

Multi-divisional metal goods manufacturing cois seeking a thoroughly seasoned profession direct its product, press, and investor relations

This NEW POSITION requires an executive who can identify, plan and implement a vide trum of public relations & advertising program assignments.

Primary responsibilities relate to formulating exrate & division advertising objectives and name comprehensive financial public relations progra-

Send detailed resume including the ary history to

BOX J-927, WALL STREET JOURN An Equal Opportunity Employer

### TAX DIRECTOR

Challenging opportunity for a qualified tax professional to organize and direct our Corporate Tax Department.

Requirements include a collage degree with a major in Accounting, CPA and 3-5 years directly related experience.

Excellent salary and benefits. Submit resume detailing qualifications and salary history to:

> Box J-765, The Wall Street Journal Tues 5/9/72

POSTFIONS WANTED

#### VP MANUFACTURING

Dynamic manufacturing exerctive win responsibility for all manufacturing engineering pictures of monifacturing engineering pictures of multiplane operation for Fortune 300 company seeks challeng, go position win company in Fores or costics field. Breadly experienced in languages planning, new product development, financial controls & audity control. Twelve years in force rife, & five years in force rife, & five years in force rife. plastic products. Bes 1-230, The Wall Street Journal

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POSITIONS WANTED

#### MARKET RESEARCH INDIGIT PLANNING

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Box J.708, Walt Street Journal

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Box J-919, The Watt Street Journal

An Equal Opportunity Employer

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#### SITUATION

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Box J-604, Wall Street Journal

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FOBERT J. FUÉNCE & ASSOCIATES, INC.

PERSONNEL CONSULTANTS

THERE IS NO FEE FOR THIS SERVICE

June 15, 1972

Box 2-7676

Rox Z-7676
The New York Times
New York, New York 10036

Dear Sir:

A friend of mine appears to be well qualified for your position of Tax Attorney.

At 30, he has around six years' of directly related tax experience. He is currently employed as Tax Counsel on the corporate staff of a Fortune 500 Company. Previous employers were another such company and a major "communications" company. He has an accounting degree and is a member of the New York Bar. His salary is \$24,000, but he is flexible and negotiable on requirements.

He lives in Connecticut and commutes to New York City. He is married and has three children. His health is excellent and he has good image.

I am writing for him because he wants to protect his present position. He has all the qualifications for which you advertised and is interested in your opening. Even though I am a Consultant, his employment by you would not involve any fee to you or him. I am just interested in helping my friend make a satisfactory connection. His resume is attached for your consideration.

I would be pleased to provide additional information or to arrange an interview.

Att.

### Tax Attorney

A dynamic, growing, billion-dollar company is seeking a highly qualified indicidual with a broad tax background to assume supervisory responsibilities for its corposate tax research and planning activities.

The individual we are seeking should possess a bachelor's degree in accounting and a J.D. LL.B. with excellent academic achievement in both undergraduate and law school, plus 3-5 years experience in the application of legal, tained accounting knowledge in handling a variet of complex and diversified company transactions to include: acquisitions, liquidations, reorganizations, employee benefits, etc.

Located in midtown Manhattan, and a consistent world leader in a variety of diversified markets, we offer both an unusual career opportunity, and excellent benefits to the individual seeking immediate and meaningful responsibilities and challenge.

Qualified candidates should send their resumes in confidence, with salary alstory, education and experience to:

Z 7676 TIMES

An equal opportunity employer 31/F

THE WALL STREET JOURNAL

TUESDAY, JANUARY 2, 1973

### Labor Letter

A Special News Report on People And Their Jobs in Offices, Fields and Factories

TAX TALENT proves more essential, harder to find for some employers.

Nashua Corp. hires its first full-time tax expert, citing company growth, more complex returns. Columbia Broadcasting, Eastern Gas & Fuel have tax vacancies. Companies pay well for "the person who can creatively interpret" tax laws, says Philadelphia consultant Richard Enion. Executive search firm Handy Associates estimates the number of tax-related jobs has grewn 25% since 1969.

Corporate raiding puts pressure on public accounting firms. Lybrand, Ross Bros. & Montgomery finds \$25,000-a-year tax CPAs getting up to \$40,000 a year corporate offers. A Philadelphia tax man lands a \$10,000 raise by moving to Cleveland. A "nationwide shortage" of tax men will force accounting firms to use heavy overtime this tax season, asserts the Los Angeles office of Robert Half personnel agencies.

Some companies endure "mediocre tax experts because the very good ones are so hard to find," says one consultant.

Chronology of bank transactions (Union Trust Company, Ein Street Office, Stamford, Conn.) for in-house or captive placement company (The Mark Group) and job advertising company (Mark Communications):

### The Mark Group (Account # 1-076 148 05)

4/19/73 - 9.000.00 deposit by C. William McDermott

4/23/73 - 2,700.00 deposit by C. William McDernott

4/28/73 - 11,698.50 withdrawal in name of C. William McDermott in return for banker's check nade out to bavid R. Biendi, Attorney at Law and Trustee for The Mark Group, for purpose of paying Stephen C. Markham \$3,000.00 for services rendered and the balance to be held in

5/9/73 - 10.00 withdrawal by C. William McDermott to close account.

### The Mark Group (Account # 1-075 510 02)

6/15/73 - \$11,698.50 return of check by David R. Biondi for C. William McDermott to start new account for The Mark Group check nade out by C. William McDermott to David R. Biondi, Counselor at Law, for payment to Stephen C. Markham for services rendered.

7/12/73 - 8,678.50 check made out by C. William McDermott to Richard I.

Rudell, Attorney at Law.

20.00 balance to cover incidental expenses, to temporarily keep account open and to provide for future monthly

### Mark Communications (Account # 1-075 321 03)

3/0/73 - \$10.00 deposit by C. William McDermott

1.50 service charge

1.50 service charge

7.50

7.50 withdrawal by C. William McDermott to clear research.

(The hark Group account was opened because a placement was concluded and a check was fortherning. Since Parkham had to be paid a netucal has to be established to accomplish this. McDernott has all the actual decuments at home.)

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We are sure you will enjoy using your new checking account and find it a great convenience. We wish to thank you for giving us this opportunity to be of service to you.

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### Union Trust

#### Statement of Checking Account

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Union Trust Company

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THE MARK GROUP
C/O C WILLIAM MCDERMOTT
31 TURN OF RIVER RD
STAMFORD, CT

Account Number

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For the Period
4/10/73To 5/09/73

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Account Number

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For the Period

5/09/73To 05/15/73

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PAGE 1

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# The mark Group - 2nd recount WELCOME to our bank

Boys Representation (4)

We are sure you will enjoy using your new checking account and find it a great convenience. We wish to thank you for giving us take opportunity to be of service to pro-

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Union Trust Company

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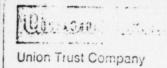
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THE MARK GROUP C/U C WILLIAM MCDERMOTT 50 LANARK ROAD STAMFORD, CT

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THE MARK GROUP

50 Lanark Road

Stamford, Conn. 06902

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TOTHE ORDER OF Richard I. Rudell (Attorney at Law) 53,678.50

Eight Thousand Six Mundred Seventy Eight & JUJ Dollars

Union

Union TAUST COMPANY

STAMFORD COMPETICUT 08902

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#### Statement of Checking Account

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THE MARK GROUP C/O C WILLIAM MCDERMOTT 50 LANARK ROAD STAMFORD, CT Account Number 00 R 1-075 516 02

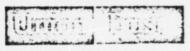
For the Period 8/06/73 To 9/06/73

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Union Trust Company

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THE MARK GROUP
C/O C WILLIAM MCDERMOTT
50 LANARK ROAD
STAMFORD, CT

| Account   | Number    |       |       |    |
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#### Statement of Checking Account

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Union Trust Company

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THE MARK GROUP
C/O C WILLIAM MCDERMOTT
50 LANARK ROAD
STAMFORD, CT

Account Number

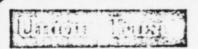
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For the Period
10/03/73<sub>To</sub> 11/06/73

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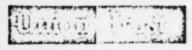
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THE MARK GROUP C/O C WILLIAM MCDERMOTT 50 LANARN RUAD STAMFORD, CT

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THE MARK GROUP C/O C WILLIAM MCDERMOTT 50 LANARK ROAD STAMFORD, CT Account Number

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For the Period
12/05/73To 1/07/74

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Union Trust Company

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THE MARK GROUP C/O C WILLIAM MCDERMOTT 50 LANARK ROAD STAMFCRC. ST

Account Number

For the Period 1-075 515 02

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THE MARK GROUP
C/O C WILLIAM MCDERMOTT
50 LANARK ROAD
STAMFORD, CT

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THE MARK GROUP
C/O C WILLIAM MCDERMOTT
50 LANARK ROAD
STAMFORD, CT

Account Number

00 R 1-075 516 02

For the Period
3/06/74To 4/04/74

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### (Chantenad)

#### Statement of Checking Account

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Union Trust Company

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THE MARK GROUP C/O C WILLIAM MCDERMOTT 50 LANARK ROAD STAMFORD, CT

Account Number

1-075 516 02

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Member Federal Deposit Insurance Corporation

## Union Trust Company

#### Statement of Cnecking Account

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THE MAPK GROUP C/O C WILLIAM MCDERMOTT 50 LANARK ROAD STAMFORD, CT

Account Number 00 R 1-075 516 02 For the Period 5/05/74 To 6/06/74

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C. WILLIAM MIDERMOTT BO LANARI RUAD STAMFORD, CCNN, 06902 (200) 322-4924

684A

Defendants' Exhibit 28

October 25, 1972

Mr. John P. Lomenzo Secretary of State State of New York State Campus Albany, New York

Dear I'r. Secretary:

I am writing to inquire if the name "The Mark Group" is used for a valid and subsisting corporation, incorporated under the laws of the state of New York. If so, I would appreciate knowing the date of incorporation.

Your answer will be appreciated.

Sincerely,

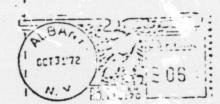
C. William Bre Dermett

C. William McDermott

.

10/31.20

STATE OF NEW YORK - DEPT. OF STATE
CORPORATIONS BUREAU
162 WASHINGTON AVENUE
ALBANY, N. Y 12225



WE HAVE NO RECORD OF A CORPORATION | FILED UNDER THE MARK GROUP.

C.W. MODERNOTT FIFTY LAMARK RD. STAMFORD, COM.

JOHN P. LOMENZO Secretary of State December 15, 1972

Mr. John P. Lomenzo Secretary of State State of New York State Campus Albany, New York

Dear Mr. Secretary:

On October 31, you advised me that you had no record of a corporation filed under the name of The Mark Group (copy attached).

I would now like to reserve this name for later incorporation and would appreciate being advised as to making an application and any other procedure.

Thank you.

Sincerely,

C. William Mc Kernett-

C. William McDermott

Enclosure

STATE OF NEW YORK DEPARTMENT OF STATE Bureau of Corporations 162 Washington Ave. Albany, N.Y. 12225

Of the names submitted, the following are presently available:

The name The Mark Group Inc. is presently available.

C. William Nchermott

IMPORTANT: PLEASE READ OTHER SIL

#### Defendants' Exhibit 29

#### THE MARK GROUP MANAGEMENT CONSULTANTS

SI TURN.OF.RIVER ACAD 688A STAMFORD, CONN. 06751

February 22, 1973

STEPHEN C.

(203) 322.4363

Mr. Frank H. Seyer President California Time Petroleum Inc. 1880 Century Park East Los Angeles, California 90067

Dear Frank:

Congratulations! It must be great to be back in California.

As you can see by the stationery, I am keeping myself busy. The President of this company is fully aware of what I am trying to accomplish and, in the mean time, I am handling several of his key accounts.

Again, my sincere personal congratulations - who knows, maybe I too will be a Californian. Best personal regards.

Sincerely.

Stephen C. Markham .

P.S. I mentioned Bill Ward, President of Sports Digest Inc., to you some time ago. He is going to be in L.A. within the next 30 days or so. As I mentioned, he would be well worth meeting he is a real entrepreneur.

February 22, 1973

THE MARK GROUP

31 TURN OF RIVER ROAD BTAMFORD, CONN. 06902 (203) 372-4363

STEPHEN C. MARKHAM

Mr. John D. Freitag
Fresident
Amecom Division
Litton Systems Inc.
5115 Calvert Road
College Park, Maryland 20740

Dear John:

Just to confirm our chone conversation. I am still very interested if and when your move comes through. I sincerely believe I will add experience, know-how and loyalty to your management team.

As you can see by the stationery, I am keeping myself busy. The President of this company is fully aware of what I am trying to accomplish and, win the mean time. I am nandling several of his key accounts.

John. I know things will turn out the way you want them to - with your record of accomplishments, you can't miss. Best personal regards.

Sincerely,

Stephen C. Markham

Defendants' Exhibit 33

(See following pages)

**691A**1973

| For the year January 1-Decree 11, 1970, or other takable year behaving   | nding  |
|--|--|
| Name (II joint return, give first names and initials of both)   best name   5.137 Of   | Your social security number                        |
| 1 EL CHU-2"-4-11 195-24-4245 CUO 3 MANUELICE   | 010 3 6711   |
| TATTI-EN U & CONNA J LAWLOR  | Spouse's social security no.                       |
| 14 2Ch 3 Li.   | 19534 431  |
|  | ► Executive  |
|  | e's > Housewiff                                    |
| Filing Statuscheck only one:   Exemptions Regular / 65   | or over / Blind                                    |
| Sini,le 6a Yourself  | □ □ Enter  |
| 2 Married tiling laint return (even if only one had income)   b Spouse   | O of boxes   |
| Spause's social security number in designated space above  | ent children who lived with                        |
| you  | Enter  |
| and enter full name here >  4 1 Unimarried Head of Household   | number >   |
| a Humber of other dependent  | s (from line 27) >                                 |
| 8 Check ☐ if you wish to designate \$1 or your to  | · · · · · · · · · · · · · · · · · · ·              |
| check if spouse vishes to designate \$1. This will not increase your tax or reduc  | ce your refund.                                    |
| 9 Wages, salaries, tips, and other employee compensation. unavailable, attach explanation  |  |
|  | "   - 1,020   -                                    |
| 10a Dividends (See instructions) \$  | 10c  |
|  |  |
| 10d (Gross amount received, if different from line 10a \$  | 11 2/10  |
| 10d (Gross amount received, if different from line 10a \$  |  |
| 2   13 Total (add lines 9, 10c, 11, and 12)  | . 13 21.7/6  |
| 6 14 Adjustments to income (such as "sick pay," moving expenses, etc. from li +43)   | . 14 (1/270)                                       |
| n 15 *   | . 15 2 956   |
| If you do not itemize deductions and line 15 is under \$10,000, find tax in Tables and en  | nter on line 15.                                   |
| If you itemize deductions or line 15 is \$10,000 or more, go to line 44 to figure tax.  GLOCAUTION. If you have unsarined income and can be claimed as a dependent on your parent's return, check he   |  |
| 1.6 Tax, check if from:   Tax Tables 1-12     Tax Rate Schedule X. Y. or Z   |  |
| Dentile Control of the Area of | -  |
| 17 Total credits (from line 54)  | 17   |
| 18 Income tax (subtract line 17 from line 16)  | 18   |
| 1 1  | 19   |
| 20 Total (add lines 18 and 19)   | 20 -0-   |
| 21a Total Federal income tax withheld (attach Forms  | 2000 100 100 100 100 100 100 100 100 100           |
| W-2 or W-2P to front)  | 200000000000000000000000000000000000000            |
| b 1973 estimated tax payments (include amount allowed as credit from 1972 return) b  | * W. C. 7 10 11 10 10 10 10 10 10 10 10 10 10 10   |
| allowed as credit from 1972 return) b  | _ W.           |
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| Extension of Time to File U.S. Individual Income Tax Return C  | _20000000000000000000000000000000000000            |
| d Other payments (from line 65) d   22 Total (add lines 21a, b, c, and d)  | - White the Man                                    |
| 22 Total (add lines 21a, b, c, and d)  | . 1 22   55/0                                      |
| Pay in full with return. Make check or money grier payable   |  |
| 23 If line 20 is larger than line 22, enter 2 LAYGE DUE IRS to Internal Rovenue Service (Check hera > 1.1 Form 2210, form 2210F, or statement is attached. See instructions on page 8.) 24 If line 22 is larger than line 20, enter amount 0/202400  | 23   |
| (Check hera > if form 2210, form 2210F, or statement is attached. See instructions on page 8.)   | 121 5512   |
| 24 If line 22 is larger than line 20, enter amount OVERPAND  | 25 5509 5  |
| (Check hera > L., if form 2210, form 2210F, or statement is attached. See instructions on page 8.)  24 If line 22 is larger than line 20, enter amount 0/2024/0  | 231 3507 1-7                                       |
| mated tax  |  |
| Check   If you did not de  | esignate \$1 of your taxes on you                  |
| 2 197 jeturn, but now wish to do so. If joint return, check [] if spouse did not designate on 197  | 72 return but now wishes to do so                  |
| Under penalties of perjury. I declare that I have examined this return, including accompanying schedules an inflatement it is true, correct, and complete. Declaration of preparer (other than taxpayer) is based on all information of which he has   | ts and to the best of my knowledge and beli-       |
|  | 1 - 1  |
| Your signature Date Propagar s signature   | (other than taspayer)                              |
| Spouse's signature (if filing ignitive BUTH must sign even it only one had income)  Address and the Code   | 4 0311 -5-1  |
| Spouse's signeture (if filing jointly, BUTH must sign even if only one had income) Address and ZIP Coul  | 6) Preparer's Emp. Ident. Lr Soc. Sec. No          |

## SCHEDULE C (Form 1040) Department of the Treasury Internal Revenue Service

# Profit or (Loss) From Business or Profession (Sole Proprietorship) Attach to Form 1040. Partnerships, joint ventures, etc., must file Form 1065.

1973

|            | Name(s) as shown on Form 1040 .  |   |
|------------|--|---|
|            | MATTHEW J + DUNG J Lewing 692A   | Social security number                        |
|            | Principal Vision J + Courte J Lauring 692A   | 1040 130 16411                                |
|            | A Principal business activity (see Schedule C instructions) > Conscruction product > 3  B Business name > 154 Follogoe Schedule C instructions   |   |
| - 1        | B Business name > / 54 Euler of 500 (000)  Business address (number and street) > / 2 6000 (000)   | To the same same same same same same same sam |
|            | Business address (number and street) > / 2 2000 Laus C Employer identification  City State and 719 code > STS 11 500 d CT 2000 C C C C C C C C C C C C C C C C C   | . number                                      |
|            | City, State and ZIP code > STartford CT 06703  Endicate method of accounting: (1) S Cash (2) S Account (3) S Cotton  | 16  |
|            | Indicate method of accounting: (1) Cash (2) Accrual (3) Cother >   |   |
| 1          | E Indicate method of accounting: (1) ☐ Cash (2) ☐ Accrual (3) ☐ Other ►  Were you required to file Form W-3 or Form 1096 for 19737 (See Schedule C Instruction)  | Yes   No                                      |
|            | Were you required to file Form W-3 or Form 1096 for 1973? (See Schedule C Instructions.)   | 1   |
|            | Were you required to file Form W-3 or Form 1096 for 1973? (See Schedule C Instructions.)  If "Yes," where filed   Was an Employer's Quarterly Federal Tax Return, Form 941, filed for this business for any quarter in 1922.   | W. 100 100 100 100 100 100 100 100 100 10     |
|            |  |   |
| •          | Method of inventory valuation Was there any su   | bstantial change in                           |
| •          | districts, costs. It valuations between the opening and closing inventories? (If the   |   |
|            | I dross receipts of sales 5  | 1   |
| Income     | 2 Less: Cost of goods sold and/or operations (Schedule C-1, line 3)  | 3000  |
| 5          | 3 Gross profit   |   |
| -          | 4 Other income (attach schedule)   | 3000  |
|            | 5 Total income (add lines 3 and 4)   |   |
|            | 6 Depreciation (explain in Schedule C. 3)  | 3000  |
|            | 6 Depreciation (explain in Schedule C-3) .  7 Taxes on business and business property (explain in Schedule C c)  |   |
|            |  |   |
|            |  |   |
|            |  |   |
|            |  |   |
|            |  |   |
|            |  |   |
|            | 13 Commissions   |   |
|            | 13 Commissions   |   |
|            |  |   |
|            | I Promoting pidita late achedule ( Instructions)   |   |
| ś          | p  |   |
| Deductions | 16 Interest on business indebtedness   |   |
| 5          | 17 Bad debts arising from sales or services  |   |
| 큥          | 18 Depletion   |   |
| å          | 19 Other business expenses (specify):  |   |
|            | (a) Franction 6495   |   |
|            |  |   |
|            |  |   |
|            | (d) TRANSPORTATION   |   |
|            | (d) TRENSPORTETION (e) AUTOMOBILE CHOINSES (D) CUTECTE INMODIT   |   |
|            | (1) CLITECTAL NAMEDIT  |   |
|            |  |   |
|            | (B) CG . T. 13   |   |
|            | 1 (11)/- (   |   |
|            | 193  |   |
|            | 0  |   |
|            | (k) 10tal other business expenses (add lines 19(a) through 19(b)   | 14870 -                                       |
| _          | The state of the s | 14/220  |
| 21         | Net profit or (loss) (subtract line 20 from line 5) Enter have and a few loss  | 79870   |
|            |  | (11370)                                       |
| SC         | HEDULE C-1.—Cost of Goods Sold and/or Operations (See Schedule C Instructions for L  | 100 31  |
| 1          | Inventory at beginning of year (if different from last year's closing inventory, attach explanation)   | ine 2)  |
| 2          | Purchases \$   |   |
| 3          | Purchases \$   |   |
|            | of labor (do not include salary paid to yourself)  |   |
| 5          | Materials and supplies   |   |
|            | Other costs (attach schedule)  |   |
| 7          | Total of lines 1 through 5   |   |
| 9          | Less: Inventory at end of year   |   |
| _          | Cost of goods sold and/or operations. Enter here and on line 2 above   |   |

## Itemized Deductions

Attach to Form 1040.

693A | 1973

Name(s) as shown on form 1040 Your social security number MATTERN JI Dones J 240:20 Contributions (See instructions on page 11 for examples.) Medical and Dental Expenses (not compensated by insurance or otherwise) for medicine and drugs, doctors, dentists, 21 a Cash contributions for which you nurses, hospital care, insurance premiums for medical care, have receipts, cancelled checks, etc. b Other cash contributions. List 1 One half (but not more than \$150) of donees and amounts. insurance premiums for medical care. 50 (Be sure to include in line 10 below) . 2 Medicine and drugs . . . 3 Enter 1% of line 15, Form 1040 . 4 Subtract line 3 from line 2. Enter difference (if less than zero, enter zero) . Enter balance of insurance premiums for medical care not entered on line 1 . 6 Enter other medical and dental expenses: a Doctors, dentists, etc. . . . 22 Other than cash (see instructions on b Hospitals . . . . . . . . page 12 for required statement) . c Other (Itemiza-include hearing aids, 23 Carryover from prior years dentures, ey glasses, transportation, 24 Total contributions (add lines 21a, b. 22, and 23). Enter here and on line Casualty or Theft Loss(es) (See instructions on page 12.) Note: If you had more than one loss, omit lines 25 through 28 and see instructions on page 12 for guidance. 25 Loss before insurance reimbursement . 26 Insurance reimbursement Subtract line 26 from line 25. Enter difference (if less than zero, enter 28 Enter \$100 or amount on line 27, whichever is smaller . . . . . 29 Casualty or theft loss (subtract line 28 from line 27). Enter here and on line 39 . > 7 Total (add lines 4, 5, 6a, b, and c) 8 Enter 3% of line 15, Form 1040 . . . Miscellaneous Deductions (See instructions on page 12.) 9 Subtract line 8 from line 7 (if less than 30 Alimony paid . . . . . . . zero, enter zero) . . . . . . 31 Union dues . 10 Total (add lines 1 and 9). Enter here 32 Expenses for child and dependent care and on line 35 . . . 50 services (attach Form 2441) . . Taxes 33 Other (Itemize) ▶..... Employae BusINESS EXPLISE 11 State and local income . 12 Real estate . . . . 347 13 State and local gasoline (see gas tax tables) 14 General sales (see sales tax tables) . 15 Personal property . . . . . . 16 Other (Itemize) ▶..... 34 Total (add lines 30, 31, 32, and 33). Enter here and on line 40. . Summary of Itemized Deductions 17 Total (add lines 11, 12, 13, 14, 15, and 16). Enter here and on line 36 . . . 2368 35 Total medical and dental-line 10 Interest Expense 7.26 36 Total taxes—line 17 . . . . 4317 18 Home mortgage . . . 37 Total interest-line 20 . 19 Other (Itemize) - 3/1/B 38 total contributions—line 24. 39 Casualty or theft loss(es)-line 29. 40 Total miscellaneous-line 34 . . . 41 Total deductions (add lines 35, 36, 37, 20 Total (add lines 18 and 19). Enter here 38, 39, and 40). Enter here and on and on line 37 . form 1040, line 45 .

63

Yes No

64 Credit from a Regulated Investment Company (attach Form 2439) . . .

If "Yes," attach Form 4603 (For definitions, see Form 4633.)

Dud you, at any time during the taxable year, have any interest in or signature or other authority over a bank, sociaties, or other financial account in a foreign country (except in a U.S. military banking facility operated by a U.S. financial institution)?

65 Total (add lines 62, 63, and 64). Enter here and on line 21d

Defendants' Exhibit 34

(See following pages)

WAC: AND TAX STATEMENT 10 22

Copy '-For employee's records

Type print EMPLOYER'S identification number, name and address

by smalleres. Amount is before payroll deflections or sick pay received. 696A Includes tips repor by employee Amount is before payroll deductions or sick pay excusion Add this item to we os in figuring the amount to be reported as wages and salaries on your income tax reti The social security (F+(A) rate of 5.2% includes 6% for Haspital Insurance Benefits and 4.6% for nid age survivors. Includes tips reported by employee if your majors were subject to social security taxes, but are not shown, these majors are the same as majors shown under Tederal brome fax information." but not more than the maximum amount subject to FCA tax. FEDERAL IDEAL IN FEDERAL INCOME TAX INFORMATION SOCIAL SECURITY INFORMATION
I C.A employee | Total Fi C.A Wages
tax withhelds | Paid in 1972\* STATUS Gross Wages for State
1 Single at different from Federal
2 Married - or print EMPLOYEE'S social STATE INCOME TAX WITHHELD CITY INCOME TAX WITHHE!D -urity number-NAME OF STATE STATE FORM NO NAME OF CITY CITY FORM NO ne or print EMPLOYEE'S name and address (including ZIP code) above ""UNCOLLECTED EMPLOYEE TAX ON TIPS FORM W-2 Department of the Treasury, Internal Revenue Service APP. IRS. 62-72 4 

|     | 10  |   |     |
|-----|-----|---|-----|
| (1) | 110 | 1 | 41: |
| -   | LU  | - | -   |

|                           |                           | the case sincer (i. ) and secure, was and memor and middle function of both)  | , Last some  | Garden Carrier strains  |
|---------------------------|---------------------------|---|--|---|
| -                         | 274.161                   | Come leafers commiser end afrees, including operations number, or rure, rec   | Civio's number, if joint return  |   |
| :                         | 2.14. 1.                  | r n er , unt eilles, Calla and Elir esca  |  | Coru- Yours / / /   |
|                           | 7 D                       | Circle—check only one:  clingle  clingle  clingle  clingle  clingle filling joint return (even if only one had income)  iterated filling expectably. If wife (husband) is also  cling give her (his) social security number and first name here.  | S Yourself   | dar / 65 or over / Dlind Enter mirribor of boxos checked checked lent children who lived with   |
|                           | : C][]                    | Unmarried Head of Household  Unidow(er) with dependent child (Enter year of death   | 9 Number of other depends  | Enter number > 2  |
| - !                       |                           | ef musicand (wife) 19 )  11 Magus, sularies, tips, and other employee comp  | ! 10 Total exemptions claimed  |   |
| The state of the state of | Licenia                   | 123 Dividends (see a cond) 6 125 Le<br>(If gross dividends and other distributions are of   | os exclusion © Dalence ver \$200, list in Part I of Schedul without listing in Schedule B7 d list in Part II of Schedule B7 est (from line 45) . | e . > 12c<br>e B.)<br>13<br>14  |
| ٥                         | be clui<br>si e be        | in if you have unearned income and you could Offy hand as a dependent on your parent's return, an one incording on page 7, under the heading offin  |  | O if you itemize deductions or line 17 is \$10,000 or more, go to line 51 to figure tax.  |
| II. Calling               | Ten, Expresses and Greeks | Tax Tables 1-12,  Schedule D  Total credits (from line 61).  Coher taxes (from line 67).  Total federal lines 20 and 21).  Total Federal income tax withheld (attach Format VI-2P to front).  Manual pold with Ferm 4833, Application for Automatic of Time to File U.S. Individual Income Tax Return.  Color payments (from line 71).  Total federal come from 4833, Application for Automatic of Time to File U.S. Individual Income Tax Return.  Color payments (from line 71).  Total (add lines 23, 24, 25, and 26). | allowed 24   | 10 Siro CSR |
| 7.0                       | 271                       | 23 If line 22 is larger than line 27, enter BALANCE D   | OUE IRS Pay in full with return, blake electron manay order payable to internal Revenue Service  | > 20  |
|                           | # 3<br>2 3                | 23 If line 27 is larger than line 22, enter amount 0<br>23 Line 25 to be REPUNDED TO YOU<br>21 Line 25 to be credited on 1973 estimated tax   | ś1   · · ·   ·   ////////////////////////  | 29 29 20 20 20 20 20 20 20 20 20 20 20 20 20  |
| 7                         |                           | Did you, at any time during the taxable year, have over a bank, securities, or other taxable interest parking facility operated by a U.S. find if "Yes," attach Form 4065. (For delay one, so that Do sure to complete Revenue Sharing (line  | ount in a foreign country (exer-<br>metal institution)?  | opt in a U.S. P Yes No  |
| -                         | 21,1                      | interest products of purions, I confere that I have extended units return, and it is tree, contact, and manufacte. Declaration of grapular (other than tax)  You translate  Villa's (humana's) signature (if thing jointly, SO/H must sign even if on   | Daty  Daty  Property's signature  Property's signature   | (other than texpayor) Date  |

|              | •                | -                     |   |  | -                     |  | *****   |
|--------------|------------------|-----------------------|---|--|-----------------------|--|---|
| 1.           | to home          |                       | (a) Housenship                              | fo) aleatha live a year home. If bem or died during year, write D or | c) Did de-            | furnished for co-  | 6) Amount furnished<br>by STMERS includ-<br>ing dependent |
| . :          | ir.              |                       | 1   | 13.  | of an arer            | 11 acoto with ALL  |   |
|              |                  |                       |   | 100  | 100                   | 5  | 5   |
|              | 17 0 2000        | cumber of desc        |   |  |                       |  |   |
| _            |                  | and they be been been | of word noted in Call                       | ann (c). Bet a hear and  | calling .             |  | >/  |
|              | (3) 51.11        | 1 (                   | is) County                                  | of residence so and of year (  | the footstaring the   | a same as your post o  | in address).  |
| 9            | 5317             | - 6.                  |   | mit dity, tours, etc., enter it                                      | a nama, il net, chest | there > L  | ea boto @   |
| .;           | •                |                       | 100   |  |                       |  | 111111  |
| Į,           | MI ES Enter      | (no number of p       | no bebuient anocae                          | line 10   Chiantenia   | Samuel Marie          |  | Ministration (  |
| -            | i did a          | at live at your no    | iturn of their own;<br>incipal place of rec | St. (2)  |                       |  | 1 1 1 3   |
|              | at the           | and of the year       |   |  | www.hand              | wind with and winds  | and in the same   |
|              |                  |                       | Livie.                                      |  |                       | The state of the s | San Andreas And   |
| 23           | Susiners inco    |                       | tech Schedule C) .                          |  |                       | 1 23 1   | (1000)  |
|              |                  |                       |   | al socoto (altach Schodu   |                       | 25   |   |
| 27           | Not calm for t   | acel from Cum to      | control Cabadula at                         | i ausum (alteen bendeu   | 13 3)                 |  |   |
|              | Bandan and       |                       | inched Schedule of                          | Gains and Losses (attac  | ch Form 4797)         | 57   |   |
|              | Commissions and  | fan land, rones       | and royalties, partn                        | erships, estates or trust  | s, etc. (ettach Sc    | hedulo D 23  |   |
|              |                  | (or loss) (attack     |   |  |                       | 20   |   |
| •            | · tailedid       | ותם שתם כתסוכתם       | nuities (not reported                       | i on Chicdulo E—see In   | structions on pa      | ago 8) .   40  |   |
| •            |                  |                       | ions (not reported                          |  |                       | 42   |   |
| ***          |                  | tax refunds (cau)     | den-soo instructio                          | no en pego 2)  |                       | 42   | 1305 70   |
| -20          | Allmeny .        |                       |   |  |                       | 40   |   |
| •            | Citier (state    | nature and sou        | rco)  |  |                       | 30   |   |
|              |                  |                       | 6). Inter here end .                        | on lina 14   |                       | 5 43 /   | 7 1   |
|              |                  | committee to the      |   |  |                       |  |   |
| 43           | "Clek pcy" !!    | included in inco      | mo (attach Form 24                          | 140 or other required sta  | atoment)              | 45   |   |
| 47           | הנקאם בהועם ה    | se (ettach Form       | 2000)                                       |  |                       | - 57   |   |
| :            | Employee bus     | inuss expense (       | attach Form 2105                            | or other state ont) .  |                       | 43   |   |
| 40           | Payments as a    | a zolf-amployed       | carson to a ratiram                         | ent sien eta Joen Form   | 4848)                 | 40   |   |
| : .          |                  | units Guid Hora A     | 5 AT AT 4 ACY                               | Cabachas and on the "  |                       |  |   |
|              |                  | Of my diallen         | (בה שלה מכם נכה כם)                         | at Mys. 201 Ton Tebles .   | 1-12 to find you      | ur (cit.)  |   |
| £1           | Adjusted fires   | s income (from I      | lico 17\ .                                  |  |                       | 51   .   | 1753 C. T. T.   |
| 52           | ing alyou han    | liza doductions.      | entertonal from Sch                         | caule A, line 40 and atta  | ch Schodula Al        | 52   |   |
|              | (w) 11 you co    | מסי וכב יים ו'פנ      | ucuono, enter 15%                           | 6 1 1.10 61, but do NO   | T enter more          |  |   |
| 02           | Subject the C    | 2 from line 51 .      | of is checked)                              |  |                       |  | " na 1 · la -   |
|              |                  |                       | o Demisio anotte                            |  |                       | 03   |   |
| 67           | Townsty, Inner   | a Subtract ties       | 52 from line 53 .                           | ura 10, by \$750   |                       | 54   | 3750  |
|              |                  |                       |   |  |                       | 55   |   |
|              | ulo D, income    | averaging from        | t ok line 55 by Lake                        | g Tax Rete Schedule X, Y<br>mum tax from Form 472                    | or Z, or if appl      | icable, the alternati  | ve tax from Schod-  |
|              |                  | 77-                   |   |  | .o., anter tex er     | i and Le.  |   |
| -            |                  |                       |   |  |                       |  |   |
|              | Montomene in     | come credit (etc      | ach Schedule R) .                           |  |                       | 53   |   |
| 57           | investment or    | call (attach Form     | 1 3458)                                     |  |                       | 57   |   |
|              | Foreign aux en   | will (attach Form     | 1116)                                       |  |                       | 53   |   |
| 50           | Creck for con    | tributions to can     | didates for public o                        | ffice—soo instructions   | on page 9 .           | 50   |   |
| 63           | 1.3:11 incuitive | Program erech         | (ettach Form 6276)                          |  |                       |  |   |
|              | 000 (            | cas lines 55, 57,     | 53, 50, and 60). E                          | ntor liuro and an line 19  |                       | >   31   |   |
|              |                  | . 10:100              |   |  |                       |  |   |
| 52           | Said-complayme   | int tax (attach \$    | Schodula SE)                                |  |                       | 02   | 1   |
| CO           | The from ruco    | mputing prior-yo      | ar investment cred                          | it (attach Form 4285) .  |                       | 60   |   |
| 2;           | iniminum tur     | cau instructions      | on name 10). Cheek                          | hero C, if Form 4623 is  | - Washad              | 36   |   |
| GJ           | Social accurity  | tax on the ince       | To not monetad to                           | employer (attach Form  | Access .              | C5 -   |   |
| 63           | Uncollected on   | anicusa social es     | aurity toward time (6                       | rom Farms W-2)   | 413/)                 |  |   |
| 27           | Ter I (add Hac   | 5 52, 32, 54, 65      | and Sal Trick to                            | o and on line 21   |                       | CS   |   |
|              |                  |                       | - Coji cinci iici                           |  | <del></del>           | 67   |   |
| A CONTRACTOR |                  |                       |   |  |                       |  |   |
| 55           | Condition Co.    | w (cwo                | or more employers                           | -sco instructions on po  | ge 10)                | 63   |   |
|              | w                | rai tax on special    | fuels, nonhighway                           | rasoline and lubrication   | all fattach Form      | 4136) 50   |   |
|              | V                | dated invest          | ment Company fath                           | tels Farm 24001  |                       | 70 1   |   |
| -            |                  |                       | n. Enter here end n                         | n lina CC  |                       | 5- 72  |   |
|              |                  |                       |   |  |                       |  |   |

|  | ad handin  |   | !               |             |  |  |
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| the filter to  | 70.m 1010.   |   | 1 119           | ULLA        |  |  |
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|  | :.   | Your  | social encurity | Transitor . |  |  |
|  |  |   | 11 . 15         | /           |  |  |
| School of the second of the se | Dan  | uctions (Schedulo B on book)  |                 |             |  |  |
| er com a first multipliers and drugs, dooler   | baled by insurance   |   | money ord       | ors, etc.   |  |  |
| addition for a middle field breaking for stocking  | e, densists, nursea,   | (Hemize—see instructions on page 11 for   | r examples.)    | ,           |  |  |
|  | ,  |   |                 | _1_         |  |  |
| tune to have to have 200 to the  | ! ,  | 12 harrier  |                 | i           |  |  |
|  |  |   |                 |             |  |  |
| 3 Later 193 of the 17, Form 1045   |  |   |                 | - ·         |  |  |
|  |  | - Total cach contributions  | 1/19            | 1/          |  |  |
| 6 to many in a from that the Enter officer   |  | 20 Other than each (see Listructions on page 12 for required statement). Enter  |                 |             |  |  |
| office of fees then zero, enter zero)  | ·  | total for such items hero   | 1               |             |  |  |
| C files and mass of production promitions for  | 1 1  | 1 23 Carr/ever from prior years   |                 |             |  |  |
| G lighter all of cardiest and deadd.   | -  | -! 21 Total contributions (Add lines to to see  |                 | .           |  |  |
| Table 1. Committee and the comme   |  | 20. Enter here and on line 35, below.) >  | 1/7!            | 1:0         |  |  |
| the state of the s |  | Interest expense.   |                 |             |  |  |
|  |  | 22 Mamo mongago   |                 |             |  |  |
|  |  | 25 installment puréhases  | 110             | 7           |  |  |
|  |  | 25 Other (itemize)  | 19              |             |  |  |
|  |  | · · · · · · · · · · · · · · · · · · ·   |                 | 7.          |  |  |
|  |  |   | 20              |             |  |  |
|  |  | A second |                 | 17          |  |  |
|  |  | 23 Your Interest espense (Add thes 22,  |                 |             |  |  |
|  |  | 7 25 and 24. Ergor here and no line 26  |                 |             |  |  |
|  |  |   | 15%:            | ,           |  |  |
|  |  | Casualty or theft loss(es)  |                 |             |  |  |
|  |  | See instructions on page 12. NOTE: If you had more than one easitalty or  | !               |             |  |  |
|  |  | Their loss occurrence OMIV lines 25   | 1               | 1           |  |  |
|  |  | through 20 and see page 12 of the instructions for guidance.  |                 | !           |  |  |
| 7 - 10 1 1 1 1   |  | 20 Loss before adjustments  | ! .             | - 1         |  |  |
| 7 Total (and lines 4, 5, and 6)  |  | 27 Insurance reimbursement  |                 |             |  |  |
| 5 Ent.: 09% of line 17, Form 1040  |  | 20 \$100 limitation   | \$100           | 00 00       |  |  |
| O Subtreet the C from the 7. Enter dittor  |  | 20 Add lines 27 and 23  |                 | -           |  |  |
| to Take de fundible modical and dental cir-  |  | 20 Cosualty or thaft loss. (Excess of line<br>25 over line 29. Enter here and on line   |                 | -           |  |  |
| with the fact of the state of the state of the state of  | - 1  | 37, below.)   |                 | !           |  |  |
|  | 150 00   |   |                 |             |  |  |
| Tool chale   | 1000   | 01 Calld and dinendent care expenses<br>from Form 2041. (Enter here and on  |                 |             |  |  |
|  | 1320 20  | inn 38, below.)   |                 |             |  |  |
|  |  | Mircelianeous deductions for Alimony  | 1               |             |  |  |
| O Control entito (ora delles (en tebles)   |  | Con nues etc. (see instructions on  | 1               | 1           |  |  |
| S Perconal properly  |  | 106   | :175:           | (17)        |  |  |
| 3 CT   2  | 7 7 00   |   |                 | -,-,-       |  |  |
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|  |  |   |                 |             |  |  |
| 7 The farms (ried lines 11 through 16.   | -04111   | 32 Yotal minectionenus deductions (Enter  |                 |             |  |  |
| for one on the St. helow.).  | 3748 56  | here and on line 39, below.)  | 4751            | 7:          |  |  |
|  | Summery of their   | ined Deductions   | -               |             |  |  |
| The state of the s |  |   |                 |             |  |  |
| 3 Total distriction modified and dential disper  | nees (from the 10  | 2   | 150             | 7 .         |  |  |
| · · · · · · · · · · · · · · · · · · ·  |  |   | 2, -1, 27 3     |             |  |  |
| 7 True continuous is (from the 21)   |  |   | 7/77            |             |  |  |
| - Te in Militaria tupersa (from line 25)   |  |   | 11-1            |             |  |  |
| County and that Idea(ta) (iron the sex   |  |   |                 |             |  |  |
| while and districted care depended (from   | 1 Cas 21)  |   |                 | -j          |  |  |
| f to at the first to be to the to the and the terms  |  |   | 77.77           |             |  |  |
| ANTERIOR DEDUCTION O M lines   | 23 through 20. Fr  | for here and on Form 1060, the next   | 75              |             |  |  |
|  | A STATE OF THE PERSON OF THE P |   |                 | 1" .        |  |  |

A Your of this I. . . . 2. Capital gain distributions (see Instructions on these 13. Enter here and on School S. J. Inc. 7). See Acto below distributions (ase instructions on page 18) Millionhow Mills 5 Total (add linus 3 and 4). . . . . . . o factorial batter enclusion (subtract the 5 from time 2). Enter here and on form 10/13 fine 12a 6 Total interest income. Enter here and on Form 1040, line 13 . . . . . .

Notes If you reselved supital gain distributions and do not need Schedule D to report any other gains or losses or to compute the electricity tax, do not his that schedule. Instead, enter 50 percent of capital gain distributions on Form 1040, line 41.

## MATTHEW J. and DONNA LAWLOR ' 040 20 6411 CONTRIBUTIONS 701A

## CONTRIBUTIONS 1972

| Little League \$              | 25.00 |
|-------------------------------|-------|
| Cancer Society                | 25.00 |
| Boys Athletic League          | 20.00 |
| TB and Respiratory Diseases   | 20.00 |
| Boy Scouts                    | 3.00  |
| Heart Fund                    | .5.00 |
| Quinnipiac College            | 10.00 |
| Retarded Children             | 7.00  |
| Boys Town                     | 5.00  |
| University of Pittsburgh      | 30.00 |
| Italian Center Building Fund  | 50.00 |
| Quest                         | 5.00  |
| Stamford Police Association   | 15.00 |
| Stamford Museum               | 15.00 |
| United Fund                   | 35.00 |
| Childrens Home of Pittsburgh  | 00.00 |
| Pyramid Shrine Temple         | 10.00 |
| Turn of River Fire Department | 7.50  |
| Stamford Ambulance Corps      | 7.50  |
| Cornell University            | 50.00 |
| Connecticut Junior Republic   | 8.00  |
| St. Cecilia Church            |       |
| \$1,1                         | 71.00 |

(Ferm 10:0)

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(Sola Propriesarship) 702A > Attach to Form 1040. > Pertnerships, joint ventures, etc., must file Form 1055. Department of the Treatury Internal Research Confes Name(s) as answer on Form 1043 Social eccurity number 11.794. 15 11.0002 0411 21.111 vfor example: rateli-derdeure; whaleselo-inbeco; semices-logal; Lambeclaring-furniture; ele.) & Principal Suciness college... (Cua Cenecula C Instrucuens) S Cusiness a.m. MTLENTELPRISES ...... C Employer Identification Number City, State and Silv code STAN FORD CO. P. J. " Industry medical of secoundings (1) & cooks (2) - seconds (3) - other. P Ware you required to file Form 1000 for 1972? (See Schedule C Instructions) | YES | NO. If "Yes," where filed > ...... C is this business lecated within the boundaries of the city, town, etc., indicated? . YES NO. W Did you own this business at the end of 1972? \*\* YES | NO. | How many months in 1972 old you own this business? : 0 J Was an Employer's Quartorly Federal Tax Resum, Form 941, filed for this business for any guarter in 19727 - YES 💆 NO. IMPORTANT—An eponeous with one one senesules ment to these in. 1 Gress (Lealigts or sales 0.3.5.4.0.4.2.4.2.4.c.) returns and allowences \$...... 2 Less: Cost of goods sold and/or operations (Cahedula C-1, line 3) . . . . . 4 Other Incomo (altach schedule) . . . . . . . . . 5 7 Taxes on business and business property (explain in Schedule C-3) . 2 Rent on business property . . . . . . . . . . . . . . . 9 Repairs (explain in Schedulo C-3) . . . . . . . . . 10 Salarica and wages not included on line 3, 50 aguils C-1 (exclude any paid to yourself) 12 Legal and prefessional fees . . 13 Commissions . . . . . . . 13 (a) Penaien and profit-sharing plans (see Schools C Instructions) (a) Employes benefit programs (seo Schedulu C instructions) . 10 Interest en business Indebtedness . . . . . . 17 Ead dibts crising from sales or services . . . . 13 Depletion . . . . . . . . 19 Other business expenses (specify): DEDUCTIONS 6) Publisher thanking burens (a) Construction Tolansis TRUBLE A CONTEST HUMBIN (a) m Ket 12 - 11 5 OBJENISS DEBENDACHE (b) Total eiter teliness expenses (add Face 19(a) through 19(a)) . . . Total 640,000 000 1153 1.50

heyes whom too himosics Colendar year 1972 or other taxable year Deputing to an the Treasury 1 5> Attach to Form 1040. Internal Revenue Service Your name Social security number Occupation in which expenses were incurred 11:15 18 7 1 1 1 K Employer's name Employer's address Constitute with My 18.1. FALT 1.- Employee Business Expenses Which are Deductible in Computing Ujusted Gross Income on Line 17, Form 1040 1 Travel expanses while away from home on business (number of days......): (c) Automobile expenses (from Part IV) . . . . . . . (d) Other travel expenses (specify) 2 Transportation expenses (not between home and work and not incurred while away from home overnight): (c) Other (specify) 3 Outside salesman's expenses: (b) Other (specify) 4 Employee expenses other than traveling, transportation, and outside salesman's expenses to the extent C Less: Amount of employer's payments for above expenses (other than amounts included on Form W-2) . 7 Excess expenses (line 5 Jess line 6). Enter here and include in line 48, Form 1040 . . . . . . . . Exacts perments (line 6 less line 5). Enter here and include in line 44, Form 1040 PART II. - Employee pareiness Expenses which are Deductible if You Itemize Deductions on Schedule A (Form 1040) Business exponses other than those included above (specify) Cities of Anna Con the Contraction with If you itemize your deductions, rather than elect to use the standard deduction, deduct under "Miscel-Lous Deductions," Schedule A (Form 1040). PART III.—Accidional information to be Furnished by Percons Claiming a Deduction for Educational Expenses Name of educational institution or activity 2 Were you required to undertake this education to meet the minimum educational requirements to qualify in 

List the principal subjects studied at the educational institution or describe your educational activity

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Copy secured 9/8/75
Davis J. Stolgar
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